

UNITED STATES DISTRICT COURT
DISTRICT OF OREGON
PORTLAND DIVISION

)
KELLY CAHILL, SARA JOHNSTON,)
LINDSAY ELIZABETH, and HEATHER)
HENDER, individually and on)
behalf of others similarly)
situated,)
)
Plaintiffs,)
)
vs.) No. 3:18-CV-01477-JR
)
NIKE, INC., an Oregon)
Corporation,)
)
Defendant.)
_____)

VIDEOTAPED REMOTE DEPOSITION OF
KATHLEEN K. LUNDQUIST, Ph.D.
Cape May, New Jersey
Friday, September 10, 2021
Volume I

Reported by:
CATHERINE A. RYAN, RMR, CRR
CSR No. 8239
Job No. 4778015

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1 practices."

12:35:21

2 Is that an accurate description of what
3 you were asked to do in this case?

4 MR. GOLDSTEIN: Felicia, I think you --
5 you left out a word. It's "the positions covered by

12:35:30

6 this litigation."

7 BY MS. DAVIS:

8 Q Okay. Is this an accurate representation
9 of what you were asked to -- the opinions you were
10 asked to provide in this case?

12:35:52

11 A Yes, the description.

12 Q Were you asked to opine on which Nike jobs
13 perform substantially similar work?

14 A I was asked to look at Nike's job
15 architecture to understand how jobs related to one

12:36:23

16 another and how they were classified in that way.

17 Q Okay. But were you asked to opine on
18 whether, within Nike's job architecture, Nike's jobs
19 that may have been grouped together were actually
20 performing substantially similar work?

12:36:46

21 A I'm not sure I was asked in so many words,
22 but that was the conclusion that I reached by
23 looking at Nike's job architecture.

24 Q Okay. Do you have an opinion of which
25 Nike jobs perform substantially similar work?

12:37:02

Page 28

1 A I have an opinion that Nike's job
12:37:09

2 architecture looks at jobs and classifies them
3 within the architecture in terms of their content
4 and level in a way that examines the types of
5 factors that are identified in the equal-pay
12:37:25

6 legislation, the -- the Oregon law, for example, in
7 terms of skill, effort, responsibility, and working
8 conditions.

9 So having examined that structure, I felt
10 that Nike had addressed that in classifying its jobs
12:37:46

11 in that manner.

12 Q So is it your opinion that Nike job
13 classifications group employees performing
14 substantially similar work as a function of skill,
15 effort, responsibility, and working conditions?
12:38:05

16 A It's my opinion that Nike looked at the
17 factors that are considered in skill, effort,
18 responsibility, and working conditions in its
19 leveling criteria to group its jobs together and
20 then use those for its various HR practices.
12:38:22

21 Q Okay. But you're not offering an opinion
22 yourself as to whether those job groupings actually,
23 in fact, perform substantially similar work,
24 correct?

25 A I -- I reached the conclusion that they
12:38:46

1 were looking at the factors in the law: Skill,
12:38:48

2 effort, responsibility, and working conditions.

3 Q Right. You reached a conclusion that Nike
4 looked at those factors.

5 But did you, yourself, form a conclusion
12:38:59

6 that these job groupings are actually performing
7 substantially similar work?

8 A I did not conduct a job analysis to
9 determine that, but, in fact, I did look at the
10 criteria -- at the very detailed criteria that Nike
12:39:14

11 used for that purpose.

12 Q Okay. So your opinion that -- about which
13 jobs are performing substantially similar work is
14 based purely on Nike documents and Nike deposition
15 testimony, correct?

12:39:44

16 A Well, and my review of job descriptions
17 and other kinds of documents, yes. It -- based on
18 the training and guidelines and various documents
19 that Nike put forth, as well as its very detailed
20 leveling criteria, yes, that's the basis for my

12:40:06

21 opinion.

22 Q You did not interview anyone to -- as part
23 of forming your opinion, correct?

24 A At Nike?

25 Q Correct.

12:40:18

1 A That is correct.

12:40:20

2 Q Okay.

3 A There's been deposition testimony where
4 they discussed these various processes.

5 Q Right.

12:40:31

6 But you, yourself, did not interview
7 anyone at Nike to form any of the opinions that are
8 set forth in your report, correct?

9 A I relied on the sworn testimony of Nike's
10 30(b)(6) witnesses, as well as the documents I

12:40:43

11 reviewed.

12 Q Okay. But just -- if you could just
13 answer my question.

14 Did you interview anyone at Nike to form
15 any of the opinions that are set forth in your

12:40:55

16 report?

17 A I think I answered your question. I
18 relied on the sworn testimony. I did not
19 independently conduct any interviews, but I relied
20 on their testimony as the informed person answering

12:41:06

21 questions about the jobs.

22 Q Okay. Did you suggest any questions for
23 any of the depositions taken of Nike's witnesses?

24 A I believe we did, yes.

25 Q Okay. You believe you did, or you know

12:41:27

1 There were questions where I would like to have had
12:44:23
2 the answers; that documents were not produced or
3 witnesses were told not to answer those questions
4 during their depositions.

5 Q What information would you have liked to
12:44:35

6 have had that you did not have access to?

7 A A whole range of questions that I would
8 like to have had more information about as it
9 relates to such things as the pay-equity analysis
10 versus market adjustments that were made; the
12:45:01

11 results of the pay-equity analysis; results of the
12 Starfish investigations; the greater detail on the
13 hiring policies that were used, such as things as
14 match to job, talent-planning processes,
15 adverse-impact analyses that were conducted. Those
12:45:29

16 were the kinds of things that would have been
17 helpful for me to render a more complete evaluation
18 of Nike's processes.

19 Q Anything else?

20 A There may be, but those are the ones that
12:45:44

21 come to mind right now.

22 Q So there -- are there any documents that
23 would help refresh your recollection?

24 A Not without going through every
25 deposition, no, but those are general areas.
12:45:56

1 Q Did you form any opinions about Nike that
12:46:06

2 are not contained in your report at Exhibit 223?

3 A No, not as of now.

4 Q Okay. Have you formed any new opinions
5 since July 15th, 2021, regarding Nike until today?
12:46:20

6 A No.

7 Q Have you done any further research related
8 to Nike or the opinions contained in Exhibit 223
9 between January -- or -- sorry -- July 15th, 2021,
10 and today?

12:46:41

11 A Only to the extent that I reviewed the
12 revised Neumark report.

13 Q Okay. Anything else?

14 A No.

15 Q Did you interview -- well, strike that.
12:47:14

16 I'll start over.

17 Do you -- do you know who Kelly Cahill is?

18 A I believe she's one of the named
19 plaintiffs, the lead plaintiff.

20 Q Okay. Have you ever talked to
12:47:23

21 Kelly Cahill?

22 A No.

23 Q Have you ever talked to Plaintiff
24 Sara Johnston?

25 A No. It's not my practice to ever speak to
12:47:33

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1 plaintiffs, per se, in terms of developing my
12:47:36
2 opinions.

3 Q Did you talk to Named Plaintiff
4 Lindsay Elizabeth?

5 A It's the same answer: No.
12:47:47

6 Q Did you talk to Named Plaintiff
7 Heather Hender?

8 A I'm not even sure if these people are
9 named plaintiffs that you're listing. I did not
10 speak to any plaintiffs about my opinions in this
12:48:01

11 case.

12 Q Okay. Did you speak to any of the
13 plaintiffs in order to form your opinion in this
14 case?

15 A I didn't speak to any of the plaintiffs in
12:48:12
16 this case.

17 Q Okay. And I assume -- well, I'll just --
18 I need to ask.

19 So did you speak to any of the opt-in
20 plaintiffs to form your opinion in this case?
12:48:22

21 A I did not speak to any plaintiffs in this
22 case --

23 Q Did --

24 A -- that I --

25 Q Did you speak to -- excuse me?
12:48:31

1 A That I'm aware of. I'm not sure --
12:48:34

2 certainly not for my opinions in this case.

3 Q Okay. Fair enough.

4 Did you talk to any putative class members
5 to form your opinion in this case?

12:48:43

6 A No. It would not be my process, and I did
7 not do it in this case.

8 Q Why not?

9 A Because my role as an I/O psychologist and
10 as an expert is to evaluate processes and systems,

12:49:02

11 not to evaluate individual concerns or -- or
12 complaints raised by people who might be plaintiffs.
13 It's not -- it would be more anecdotal evidence than
14 what I would consider to be more scientific
15 evidence.

12:49:25

16 Q Okay. Well, you offered opinion about
17 which employees are performing substantially similar
18 work at Nike, correct?

19 A I think you asked me that question before,
20 and I told you that I thought Nike had created a job

12:49:36

21 architecture that evaluated those factors, yes.

22 Q Okay. Yeah, I'm a little unclear on your
23 exact position on this topic. So I apologize that I
24 keep asking the same question, but I -- I feel like
25 I'm getting a little bit of a -- a different answer

12:49:56

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1 for me, please.

12:52:48

2 Q Oh, sure thing.

3 Is it your opinion that Nike's -- Nike's
4 process, as articulated, should group employees that
5 are performing substantially work -- similar work or

12:52:57

6 that Nike's process does, in fact, group employees
7 performing substantially similar work?

8 A It's my opinion that Nike claims to have
9 evaluated those things. The documents say they
10 evaluated those factors; that the criteria specify

12:53:14

11 those factors. And I think it's reasonable to
12 assume that their architecture is designed to group
13 people who are doing similar work.

14 There are various representations that
15 Nike makes about treating people who are at the same

12:53:29

16 level in similar jobs in the same way in terms of
17 their compensation.

18 Q Mm-hmm. Yeah, but -- so you're talking
19 about Nike's documents and the process as
20 articulated.

12:53:43

21 And my question is: Do you, in fact,
22 believe that -- I think your opinion is that
23 employees of the same job subfamily and level
24 interaction -- that those employees are performing
25 substantially similar work? Is that your opinion?

12:53:59

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1 A It is my opinion that that's what Nike
12:54:02

2 says about its jobs, and I think that that's a
3 reasonable point at which to evaluate the
4 comparability of pay, for example.

5 Q Okay. But you don't have an opinion about
12:54:19

6 whether those jobs -- those employees at the same
7 job subfamily and level-interaction group, in fact,
8 are performing substantially similar work, correct?

9 MR. GOLDSTEIN: Asked and answered.

10 THE WITNESS: I have not conducted my own
12:54:36

11 job analysis on this. It's not possible, as the
12 plaintiffs' expert, generally, in my 30-plus years
13 experience, to do such a thing, but based on Nike's
14 representations and my review of the results in
15 terms of job descriptions, it appears to me to be
12:54:54

16 reasonable -- a reasonable conclusion that those are
17 substantially similar.

18 BY MS. DAVIS:

19 Q Okay. You've performed job analysis as a
20 plaintiff's expert in the past, correct?
12:55:18

21 A Not that I can think of.

22 Q No?

23 Did you ever ask to -- if you could do a
24 job analysis in this case?

25 A I -- I did not ask to -- to collect data
12:55:43

1 about the requirements of the job, and that might
12:57:09

2 include people who are in the class. It might
3 include people who are not in the class.

4 But it's typically been my understanding
5 that access to members of the class is not something
12:57:20

6 that was provided to the plaintiffs' expert. To
7 contact people individually outside of the context
8 of the employer is certainly never a practice that I
9 have engaged in or advocated.

10 MS. DAVIS: Okay.

12:57:39

11 MR. GOLDSTEIN: Felicia, I have to -- I
12 have to correct the record. I -- I think you said
13 that contact information for the putative class was
14 provided by Nike to counsel. That is not correct.

15 MS. DAVIS: Okay. I'll look into that
12:57:59

16 at -- during a break.

17 Q Do you think it would have -- well, strike
18 that.

19 Did you review any of the named
20 plaintiffs' deposition transcripts to prepare your
12:58:28

21 report?

22 A I received them. I don't believe I,
23 personally, reviewed any of them for that purpose.

24 Q Did you review any of the opt-in
25 plaintiffs' depo- -- deposition transcripts to
12:58:44

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1 prepare your report?

12:58:49

2 A This is the same as what we talked about
3 before. I don't generally rely on those sources for
4 reaching my conclusions, and I did not in this case.

5 Q Okay. Do you think it would have been

12:58:59

6 important for you to understand, in giving an
7 opinion about which jobs perform substantially
8 similar work, to know what the named and opt-in
9 plaintiffs thought about which jobs performed
10 substantially similar work?

12:59:15

11 A No.

12 Q Okay. And then --

13 A Excuse me. Could I supplement that by
14 saying that --

15 Q Sure.

12:59:31

16 A -- the reason I don't do that is because
17 I need to have the best subject-matter experts to
18 answer the questions. And so I need to be in a
19 position to evaluate the expertise and -- and the
20 relevant knowledge of the people who are responding

12:59:43

21 to the job-analysis questions.

22 Q Okay. Did you interview any
23 subject-matter experts at Nike in order -- before
24 preparing the opinions contained in your report?

25 A I -- I guess that's the answer -- same

13:00:05

1 answer to the same question you asked me before
13:00:07

2 about who had I interviewed at Nike, and other than
3 relying on the 30(b)(6) witnesses and their
4 testimony, no.

5 Q Okay. Did you interview any executives at
13:00:22

6 Nike before providing the opinions contained in your
7 report?

8 A Same answer.

9 Q "No," correct? The answer is "no."

10 A The answer is "no." Any way you want to
13:00:39

11 slice it and ask me the same question about
12 different groups of people, the answer is "no."

13 Q Okay. Thanks.

14 You've had your deposition taken before,
15 correct?

13:00:51

16 A I think you already asked me that question
17 also.

18 Q Right.

19 So sometimes, you know, I need to get, you
20 know, clear answers to my questions, which is why

13:00:59

21 sometimes I ask them that might seem repetitive. So
22 I'm -- I'm sure you understand.

23 Did you send any surveys to any putative
24 class members before preparing your report?

25 A No.

13:01:17

1 Q Did you survey any subject-matter experts
13:01:21
2 at Nike before preparing your report?

3 A No, the same answer.

4 MS. DAVIS: Okay. Let's take a quick
5 break. We've been going about an hour.
13:01:53

6 THE WITNESS: Okay.

7 THE VIDEOGRAPHER: This marks --

8 MR. GOLDSTEIN: When shall we -- sorry.

9 THE VIDEOGRAPHER: This marks the end --

10 MR. GOLDSTEIN: When shall we return?

13:02:03

11 MS. DAVIS: Hold on, Barry. We need to go
12 off the record first. Thanks.

13 THE VIDEOGRAPHER: Sorry.

14 MR. GOLDSTEIN: Okay.

15 THE VIDEOGRAPHER: Sorry. This marks the

13:02:12

16 end of Media No. 1. Going off the record. It's
17 1:02 p.m.

18 (Recess.)

19 THE VIDEOGRAPHER: This marks the
20 beginning of Media No. 2. Going back on the record

13:15:29

21 at 1:15 p.m.

22 BY MS. DAVIS:

23 Q Dr. Lundquist, did you review any
24 documents during the break?

25 A I did not.

13:15:42

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1 Q All right. And in your expert opinion, is
13:25:03

2 examining documents and looking at the quality of
3 the leveling criteria a scientific method to analyze
4 jobs?

5 A It certainly is an area of expertise in
13:25:17

6 terms of analyzing jobs to evaluate the criteria
7 that are used to evaluate those jobs.

8 Q Is it a scientific method?

9 A I think that depends on how you define
10 "scientific." It's certainly -- in the context of
13:25:38

11 the document that -- that you're asking me to look
12 at now, a job analysis survey was conducted. That
13 was not conducted for Nike, as we've discussed
14 before. It was not available to me as a possibility
15 to conduct such a survey appropriately, but I do
13:26:01

16 believe that my expertise, in terms of evaluating
17 the processing criteria and results of -- of Nike's
18 job architecture -- it certainly does rely on my
19 expertise and my scientific expertise.

20 Whether or not it qualifies as a
13:26:29

21 scientific method, I think that that's specific to
22 this particular expert report for Oracle where, in
23 fact, there was a job analysis that was conducted.

24 Q Okay. So my question is: In your expert
25 opinion, is examining documents and looking at the
13:26:52

1 be a scientific method for analyzing jobs?

13:29:04

2 A Well, one scientific method for analyzing
3 jobs is what was done in Oracle, which is a survey.

4 Another way of looking at the scientific
5 basis for analyzing jobs is to evaluate the

13:29:23

6 scientific work that others have done, or the --
7 whether it's scientific or not, the evaluative work
8 that others have done using their scientific
9 expertise.

10 Q Any other ways to evaluate jobs using a

13:29:40

11 scientific method?

12 A Other than applying your scientific
13 expertise and conducting the survey, yes, there are
14 other ways.

15 One could conduct interviews. One could

13:30:02

16 do observations. One could, oh, compare job
17 descriptions to the leveling criteria. All of those
18 are -- are possibilities.

19 Q Any others?

20 A I'm sure there are others, but not -- I

13:30:19

21 can't think of them as I sit here right now.

22 Q Okay. And so in the Nike case, you do not
23 conduct a survey, correct?

24 MR. GOLDSTEIN: Asked and answered several
25 times.

13:30:44

1 BY MS. DAVIS:

13:30:44

2 Q Go ahead.

3 A As I've said to you before, I did not
4 conduct a survey in the Nike case because it was not
5 available to me to conduct a survey.

13:30:54

6 Q You did not conduct any interviews in the
7 Nike case, correct?

8 MR. GOLDSTEIN: Asked and answered several
9 times. Objection.

10 THE WITNESS: Again, I did not have access

13:31:05

11 to individuals who would be appropriate
12 subject-matter experts for conducting such
13 interviews, other than relying on the deposition
14 testimony of the 30(b)(6) witnesses.

15 BY MS. DAVIS:

13:31:17

16 Q You did not conduct any observations in
17 the Nike case, correct?

18 A I did not conduct observations in the Nike
19 case. I used the information that was provided by
20 the 30(b)(6) witnesses.

13:31:33

21 Q Okay. And did you compare job
22 descriptions to leveling criteria in the Nike case?

23 A I did.

24 Q Where in your report can I find the
25 analysis of job descriptions to leveling criteria?

13:31:49

1 A You will not find it in the report because
13:31:53

2 the comparison of the leveling criteria to the job
3 descriptions was a very difficult process for us to
4 do without access to subject-matter experts. There
5 were terminology specific to Nike, terms that were
13:32:10

6 used, that kind of thing, that made it very
7 difficult to conduct such an analysis as a person
8 who is outside of Nike.

9 Q Did you conduct any kind of empirical
10 study comparing the job descriptions to the leveling
13:32:25

11 criteria?

12 A I think that's what I just told you about.
13 Are -- are you asking me a different question?

14 Q So is your answer "no"?

15 A My answer was what I just told you, that
13:32:42

16 we looked at job descriptions. We looked at
17 leveling criteria, and the -- it was not -- it was
18 not satisfactory to -- for us to make that kind of
19 determination without more information about the
20 jobs per se and about the terminology used by Nike
13:33:08

21 in its job descriptions.

22 Q Did you ask for any further information
23 about the terminology used by Nike in its job
24 descriptions so that you could perform an empirical
25 study?

13:33:24

1 descriptions to leveling criteria at Nike?

13:37:31

2 A We looked at the content of the job
3 descriptions and the leveling criteria. The --
4 obviously the job descriptions as -- as discussed in
5 my report, a lot of the content of a job description

13:37:57

6 is prepopulated with function, family, subfamily,
7 and the leveling criteria. Then there is some
8 additional information that's provided for a job
9 description, and we looked at the -- the similarity
10 between what was listed in terms of key

13:38:14

11 accountabilities and expectations and the leveling
12 criteria.

13 Q Anything else?

14 A I think that's primarily it.

15 Q Okay. Did you create any charts that show
13:38:33

16 the results of looking at the similarity between key
17 accountabilities and leveling criteria?

18 A No, because, as I mentioned to you before,
19 it was very difficult to interpret some of the
20 company-specific terminology.

13:38:51

21 Q And did you create any data that shows how
22 you looked at the similarity between key
23 accountabilities and leveling criteria?

24 A No, because it wasn't reliable because we
25 didn't know -- we didn't fully understand what we

13:39:07

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1 were looking at in terms of the company-specific
13:39:09
2 terminology.

3 Q Okay. So is looking at the similarity
4 between key accountabilities and lev- -- leveling
5 criteria a scientific method, in your opinion?
13:39:21

6 A I'm not sure there's a textbook that would
7 define it that way, but, yes, looking at the -- the
8 output of a process and looking at the criteria for
9 that output would be something that would certainly
10 be an appropriate scientific inquiry.

13:39:44

11 Q And -- and so how did you look at the
12 output of the process?

13 A To me, output of the process would be a
14 job description with the information in the job
15 description, which would be the key

13:40:06

16 accountabilities, key expectations.

17 Q Okay. Going back to Exhibit 224,
18 paragraph 4 on page 1 of your declaration, you
19 write: "... I have extensive experience using
20 scientific methods to... identify job

13:41:10

21 requirements ..."

22 Do you see that?

23 A Well, no, I don't see that. I see that --

24 Q Okay.

25 A -- it says: "... using scientific methods

13:41:25

1 Q Okay. Because your -- your answer talked
13:43:18
2 about whether Nike conducted job analysis or
3 validation studies, so I wasn't really sure how that
4 answered my question.

5 Did -- so let me just ask it again. You
13:43:29
6 can answer simply.

7 Did you use any scientific methods to
8 identify job requirements at Nike before preparing
9 your report?

10 A I --
13:43:47

11 MR. GOLDSTEIN: Objection. Asked and
12 answered.

13 BY MS. DAVIS:

14 Q Go ahead.

15 A As I told you before, I did not
13:43:49

16 independently conduct a job analysis here but,
17 rather, looked at the information provided by Nike
18 and sought to get information about -- information
19 about job analyses that they could have conducted or
20 could have produced if -- if they had conducted them

13:44:06
21 in order to scientifically evaluate the quality of
22 the information.

23 Q Okay. So you did not use any scientific
24 methods to identify job requirements at Nike before
25 preparing your report, correct?

13:44:22

1 A I did not independently collect that
13:44:24
2 information, but sought to interpret the information
3 provided by Nike.

4 Q And is it your understanding that Nike did
5 not perform -- has not performed any job analyses?
13:44:37

6 A It's my understanding that that is what
7 was represented to me, that Nike had not done such
8 job analyses or did not produce such job analyses.

9 Q Okay. And it's also your testimony that
10 Nike did not conduct any validation studies,
13:44:54

11 correct?

12 A I believe that that's a representation
13 made by Paul Hastings, that they had not. I think
14 that's what it says in my report.

15 Q Okay. And so do you know whether Nike's
13:45:07

16 job architecture is based on any job analyses?

17 A Not that -- at least based on the 30(b)(6)
18 witness testimony, I believe the 30(b)(6) witness
19 was not aware of any job analyses on which the job
20 architecture was based. I think the job
13:45:35

21 architecture had been built substantially before
22 that person joined Nike. So I -- it's my
23 understanding that that is what Nike has
24 represented, that there are no job analyses or
25 validation studies for these.

13:45:51

1 particular interaction of subfamily and level.
14:09:41

2 Q So it's your testimony that Dr. Neumark's
3 analysis allows the variables to apply differently
4 for the different interaction groups?

5 A Well, Dr. Neumark's analysis is
14:10:05

6 Dr. Neumark's analysis, so he needs to speak for it.

7 What I am saying is that I think it is
8 appropriate, when one uses interaction terms, to use
9 such terms in a way that allows for an adjustment
10 for a particular combination of, in this case,

14:10:24

11 subfamily -- in the case of -- not in the Oracle
12 case, but in the case of Nike -- with the
13 interaction of subfamily and job level.

14 Q Have you looked at Dr. Neumark's analysis
15 of Nike to determine whether his variables have
14:10:43

16 returned different results depending on the job
17 family-level interaction?

18 A I have not.

19 Let me clarify that because I'm not sure
20 it makes sense relative to the question you're

14:11:05

21 asking.

22 I have not examined the underlying data.
23 I have looked at his tables, and I have seen what
24 the impact is of using the interaction terms on --
25 that are in his table.

14:11:19

1 MR. GOLDSTEIN: Felicia, we've been going
14:21:58

2 for over an hour. Let us know when you get to a
3 place for a break.

4 MS. DAVIS: Okay. Thanks. We can take a
5 break now if you'd like. Go off the record.
14:22:16

6 THE VIDEOGRAPHER: This marks the end of
7 Media No. 2. Going off the record at 2:22 p.m.
8 (Recess.)

9 THE VIDEOGRAPHER: This marks the
10 beginning of Media No. 3. Going back on the record
14:49:10

11 at 2:49 p.m.

12 BY MS. DAVIS:

13 Q Dr. Lundquist, did you review any
14 documents during the break?

15 A No, I did not.

14:49:22

16 Q Did you do any analysis of the actual job
17 content of the Nike jobs before preparing your
18 report?

19 MR. GOLDSTEIN: Asked and answered.
20 Objection.

14:49:44

21 THE WITNESS: I reviewed job descriptions
22 and job postings.

23 BY MS. DAVIS:

24 Q Anything else?

25 A If you're talking about actual job

14:50:00

1 content, job descriptions and job postings probably
14:50:04

2 covers it.

3 Q Okay. I just want to say, anything else
4 you can -- you can recall, as you sit here today,
5 about ways that you evaluated actual job content?
14:50:18

6 A Other than the things I've already
7 testified to about looking at job postings and job
8 descriptions and the leveling criteria, no.

9 Q Okay. Do the job descriptions reveal
10 whether there is any variability in job content
14:50:47

11 within job code?

12 A I believe there's only one job description
13 per job code.

14 Q Okay. So that one job description would
15 not identify or reveal whether there's any
14:51:04

16 variability in job content within the job code,
17 correct?

18 A I believe that's correct.

19 Q Okay. How many job codes were at issue in
20 the Oracle matter, if you recall?
14:51:26

21 A I don't recall the exact number, but it
22 was --

23 Q Do you have an estimate -- oh, sorry.

24 A It was a subset, and I believe we looked
25 at 13 job codes, but there were -- there were more
14:51:38

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1 jobs, and then ultimately changed the leveling
15:03:50
2 criteria.

3 So I'm looking at the output of that
4 process in terms of what the leveling criteria are.
5 And based on the 30(b)(6) witnesses, it seems as if
15:04:06

6 Nike was presenting itself as having used those as
7 they were written.

8 BY MS. DAVIS:

9 Q Okay. Are you providing an expert opinion
10 on whether Nike's leveling process was applied

15:04:21
11 appropriately?

12 A Am I providing expert opinion as to
13 whether, in each instance that Nike was evaluating a
14 job, it did it correctly? No. I am simply saying
15 that -- that Nike presents a set of guidelines and

15:04:40
16 training and instructions and testimony, all of
17 which say that they were used and that they were
18 used to create global job codes that were used
19 throughout the company, across geographies,
20 et cetera, and across functions and pipelines to --

15:05:02
21 to allow greater mobility for employees within the
22 company.

23 Q Can you point to any literature that would
24 support the position that reviewing a job
25 description and categorization scheme, such as a job
15:05:24

1 code, would be considered a job analysis?

15:05:28

2 A I don't think you would find literature
3 that is that specific. I believe my answer to your

4 question before about the quality of the information
5 in the job description, the way it was derived

15:05:42

6 and -- and the detail and the categorization scheme
7 is consistent with the SIOP principles as it
8 discusses work analysis.

9 And I believe lower down on that same page
10 that we're looking at, there is a description from

15:06:05

11 the SIOP principles that states: "Any method used
12 to gain an understanding of the work behaviors and
13 activities required, or the worker characteristics"
14 (for example, "knowledge, skills, abilities, and
15 other personal characteristics), and the context or

15:06:19

16 environment in which an organization and individual
17 may operate..." constitutes a work analysis.

18 Q Okay. Would Nike's leveling criteria and
19 job descriptions fall within the SIOP principles
20 you've just mentioned?

15:06:44

21 A I think Nike's leveling criteria are the
22 basis for making a determination about the analysis
23 of work. They are the criteria. They are not the
24 whole -- they are not in and of themselves a -- a
25 full job analysis.

15:07:07

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1 said that I conducted a SIOP job analysis.

15:19:38

2 BY MS. DAVIS:

3 Q Okay. And did you conduct a SIOP job
4 analysis?

5 A I believe what I did was to evaluate the
15:19:48

6 criteria that Nike used. It was not a job analysis,
7 and I think I've told you many times during the
8 course of this deposition that I did not conduct a
9 job analysis. But I did evaluate the information
10 that Nike presented.

15:20:05

11 Q Okay. And your evaluation of what Nike
12 presented meets the SIOP principles?

13 A The SIOP principles for what?

14 Q Well, for conducting -- well, conducting a
15 work analysis?

15:20:31

16 A I -- okay. You asked me if I conducted a
17 work analysis consistent with the SIOP principles,
18 and I said I did not conduct a work analysis. I did
19 not conduct a job analysis, I think, is actually
20 what I said, consistent with the SIOP principles. I

15:20:47

21 evaluated the information that was provided by Nike
22 to categorize those jobs.

23 Q Okay. And the information provided by
24 Nike to categorize jobs, you can't say one way or
25 the other whether it was -- that was based on SIOP

15:21:01

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1 Q Okay. Again, that's an assumption by you,
15:36:20

2 correct? You don't know?

3 MR. GOLDSTEIN: Objection. It misstates
4 testimony.

5 THE WITNESS: Given your vague
15:36:33

6 description, I don't know. I can't -- I can't
7 answer based on what you've said.

8 BY MS. DAVIS:

9 Q Do you know what employees in Nike's
10 digital function do?

15:36:41

11 A No.

12 Q Do you know what employees in Nike's
13 technology function do?

14 A Not without looking at job descriptions
15 and other kinds of information about their jobs.

15:36:53

16 Q Okay. If you go to page 16 of
17 Exhibit 224.

18 A I'm here.

19 Q Okay. The last sentence in the first
20 paragraph says, quote: "One of the features of an

15:37:17

21 effective compensation program is," quote, "[play
22 that is competitive in relation to the company's
23 competitors," paren, "(relevant labor market)," end
24 paren, "such that pay is sufficient to attract and
25 retain employees..." end quote. And I've omitted

15:37:35

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1 with respect to work product with counsel.

16:50:06

2 BY MS. DAVIS:

3 Q Are you going to follow Mr. Goldstein's
4 instruction not to answer?

5 A I am.

16:50:18

6 Q All right. Let's go back to your report.
7 I believe that is Exhibit 223.

8 If you go to page 47 --

9 A Okay.

10 Q -- under "Conclusion," you write, quote:

16:50:57

11 "It is my professional opinion that Nike groups its
12 jobs into substantially similar job groups based on
13 the Job Function, Job Family, Job Subfamily, Band,
14 and Job Level architecture into which all jobs at
15 Nike are categorized," end quote.

16:51:22

16 Is that still your professional opinion?

17 A It is.

18 Q Okay. Can you please describe for me the
19 methodology you used to reach that opinion?

20 A The methodology I used was to review the

16:51:36

21 information provided by Nike about how it groups its
22 jobs into these -- into this job architecture, the
23 factors that are considered by the leveling
24 guidelines, and the various representations that are
25 made about the similarity -- the similar way in

16:51:54

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1 which people, for instance, within a job level are
16:51:59
2 treated relative to various HR processes.

3 Q Anything else?

4 A I think that covers it.

5 Q Okay. When you say representations people
16:52:18

6 made about the similar way in which people within a
7 job level are treated relative to various HR
8 processes, what does that mean?

9 A I'm referring to the testimony of the
10 30(b)(6) witnesses as well as to various policy and
16:52:51

11 training documents.

12 Q Okay. And what do you recall from the
13 30(b)(6) witnesses or the policy and training
14 documents regarding the way in which people within a
15 job level are treated that led you to -- to this
16:53:13

16 conclusion?

17 A I believe -- let me look at my report --
18 that there is a representation that was made that
19 people who are at the same job level, performing
20 similar work with similar performance evaluations,
16:53:37

21 should be paid the same, for example.

22 Q Okay. Anything else?

23 A I believe that bands were used to drive
24 eligibility for certain kinds of long- and
25 short-term incentives and that levels were used
16:54:02

1 Q Okay. But you would need to -- you would
17:50:00

2 need to know more about the jobs to make that
3 statement, correct? You would need to analyze the
4 actual job requirements?

5 A You would want to know the job
17:50:17

6 requirements. You would want to understand the --
7 the extent to which -- on skill, effort, and
8 responsibility, not just working conditions -- there
9 were differences and whether those differences
10 actually comported with differences in the market.

17:50:29

11 Q Okay.

12 A It's not simply the fact that there is a
13 difference but, rather, that that difference is
14 related to the market for the job.

15 Q Did you perform any analysis in this case
17:51:05

16 to rule out that job codes that share a subfamily
17 and level have distinguishing factors that justify
18 different compensation?

19 A I will give you the answer that I've given
20 you before. I relied on Nike's job architecture and
17:51:25

21 was aware that there were only very few job codes
22 beyond the intersection of job subfamily and job
23 level.

24 Q Well, you said there were about a hundred,
25 right?

17:51:44

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1 know more of the context to be able to say, "Yes,
18:12:40
2 this was -- this is an appropriate thing to use."

3 Q Okay. Did you analyze Dr. Neumark's
4 clustering analysis with respect to prior job
5 titles?
18:12:53

6 A I did not.

7 Q Okay. Did you read it? Did you read that
8 part of his report?

9 A I did not.

10 Q Okay. Why not?
18:13:05

11 A It wasn't particularly relevant to me --

12 Q Okay.

13 A -- to my -- to my assignment.

14 Q Would you agree that when you're analyzing
15 pay and you are looking at prior experience, that
18:13:33

16 the relevance of the prior experience is important?

17 A I think that that's generally the case;
18 although, it's my understanding that, oftentimes,
19 labor economists use various surrogates for things
20 like prior experience, which are more or less
18:14:00

21 specific to individuals and to their background.

22 Q What do you mean by that?

23 A So, for instance, if you use age as a
24 surrogate for experience or age squared, as labor
25 economists tend to do, that puts everybody into the
18:14:22

1 same group and doesn't differentiate based on
18:14:27

2 relative experience. You can do other kinds of
3 things.

4 I mean, am I aware that Dr. Neumark did a
5 cluster analysis? Yes. I don't know much about the
18:14:38

6 details, other than it looked like the results came
7 out pretty much the same regardless of how he looked
8 at it and that the prior experience did not explain
9 the pay differences in starting pay.

10 Q Okay. So back to my question.
18:14:57

11 You said: It's my experience that,
12 oftentimes, labor economists use various surrogates
13 for things like prior experience, which are more or
14 less specific to individuals and to their
15 background.

18:15:17

16 What did you mean by that?

17 MR. GOLDSTEIN: Objection. Outside the
18 scope of her expertise.

19 MS. DAVIS: Well, she offered it.

20 Q Go ahead.

18:15:29

21 A I -- I think what I said after that
22 explained what I meant, that sometimes you have an
23 experience variable that assumes that everybody had
24 the same background and you put everybody into an
25 age-squared analysis, or sometimes you have more

18:15:47

1 specific kinds of criteria for looking at prior
18:15:51
2 experience.

3 Q Okay. And would you agree that if
4 you're -- it would be more accurate to use -- to try
5 to quantify prior relevant experience than just
18:16:05
6 using age, for example?

7 A This is not an area in which I do much
8 work, so I'm not sure that this is an informed
9 expert opinion. But I think the more information
10 you have the better, generally speaking.
18:16:27

11 Q Okay. And so, basically, if you had an
12 applicant who provided a description of their prior
13 job in addition to the job title, you agree that it
14 would be more accurate to use the description than
15 just the title itself, correct?
18:17:17

16 MR. GOLDSTEIN: Objection. Vague.
17 Incomplete hypothetical.

18 THE WITNESS: As I mentioned, I don't tend
19 to do these kinds of studies. So it's not something
20 with which I am very familiar.

18:17:33

21 BY MS. DAVIS:

22 Q Okay. You are familiar with the analysis
23 of the kinds of knowledges, skills, and abilities
24 required for a job, correct?

25 A Yes.

18:17:47

1 A Varied year to year in terms of some of
18:25:54

2 its components.

3 Q Okay. Did you realize that Nike witness
4 Shelli White testified that, in 2017, for example,
5 there were 18 different PSP plans?

18:26:06

6 MR. GOLDSTEIN: Objection. If you're
7 going to ask about a specific deposition testimony,
8 the context should be presented to the witness.

9 BY MS. DAVIS:

10 Q Go ahead.

18:26:21

11 A I don't recall that specifically, but I
12 guess it would matter as to whether or not that's
13 related to the covered position in the headquarters.

14 Q Did you read Shelli White's deposition
15 transcript?

18:26:38

16 A I read some of it in greater detail and
17 some of it in less great detail.

18 Q How did you decide what deposition -- what
19 portions of the deposition to read in more or less
20 detail?

18:26:52

21 A The things that seemed to be more relevant
22 to the questions that I was looking for answers.

23 Q Okay. If you knew that there were 18
24 different PSP plans in 2017, for example, would that
25 affect your statement that the compensation programs

18:27:08

1 were existent companywide within any given time
18:27:13
2 period?

3 MR. GOLDSTEIN: Objection. Vague.
4 Assumes facts not in evidence.

5 BY MS. DAVIS:
18:27:21

6 Q Go ahead.

7 A I am not aware that there were 18 bonus
8 programs one way or the other for the covered
9 positions during this time period.

10 Q Would it change your opinion that the
18:27:40
11 compensation programs were consistent companywide
12 within any given time period?

13 A If -- if the words that are problematic
14 here are "companywide," my focus was on what was
15 happening in those covered positions in Oregon.
18:27:59

16 Q Yeah, I -- I agree. So let's make it more
17 narrow.

18 If you knew there were 18 PSP plans that
19 applied to the covered positions in Oregon, would it
20 change your statement that the compensation programs
18:28:13

21 were consistent, world-headquarters-wide, within any
22 given time period?

23 A I would want to know more about --

24 MR. GOLDSTEIN: Objection --

25 THE WITNESS: -- what --

18:28:27

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1 for -- for pay discrimination against women, but,
18:34:21

2 rather, as I say, it -- it was described as a
3 compensation clean-up process.

4 Q Okay. And do you have any -- do you have
5 any evidence that -- or did you conduct any analysis
18:34:51

6 to determine whether individuals paid below the
7 minimum disparately impacted women at Nike?

8 A I wasn't asked to do disparate impact
9 analyses.

10 Q So the answer is "no"?
18:35:07

11 A I don't tend to do things I'm not asked to
12 do by my client.

13 Q Well, I -- I would just like a "yes" or
14 "no" answer.

15 Did you do it?
18:35:17

16 A I did not do it because I was not asked to
17 do it by my client.

18 Q Thank you.

19 A Not my scope.

20 Q Terrific.
18:35:28

21 When you used the term "poor pay
22 practice," did you mean discriminatory pay practice?

23 A It could be discriminatory. I don't know,
24 but it's a poor pay practice to pay people below the
25 minimum --

18:35:56

1 Q And the discretionary award had those same
18:38:37

2 five factors, but a sixth factor for the performance
3 modifier, correct?

4 A Yes, that would make sense.

5 Q Okay. How do you -- is there a scientific
18:38:50

6 way to define "poor practices"? What does that mean
7 in the scientific literature?

8 A Well, I'm not sure "practices" is
9 necessarily a scientific term that's used, "poor pay
10 practices."

18:39:20

11 What one usually looks at is best
12 practices, and that is not necessarily a scientific
13 determination. It's a determination in terms of
14 generally known features of HR processes that appear
15 to have or -- or are found to have fair properties
18:39:36

16 and be executed in fair ways.

17 Q Where you cited a document in your report,
18 did you attempt to also review the deposition
19 testimony about that document to ensure that your
20 representation about the document was accurate?

18:40:51

21 A Generally, yes. That's -- that's my
22 general practice.

23 Q Okay. So if a document said one thing and
24 a witness said something else, would you include
25 both of those in your report so you could -- so you
18:41:08

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1 could demonstrate that the document said one thing
18:41:11

2 but the witness said something different?

3 A Not necessarily. What I would do is look
4 to try to understand the total witness's test- --
5 the witness's total testimony to put it in context.
18:41:24

6 Q Okay. And would you typically reference
7 the fact in your report that the witness had said
8 something different than what you -- what the
9 document said?

10 A I might or might not. It would depend on
18:41:42
11 the totality of the witness's testimony.

12 Q Okay. So you would weigh the totality of
13 the witness's testimony and then make a credibility
14 determination?

15 A Well, sometimes people testify one way in
18:41:57
16 one part of their deposition and a different way
17 later in their deposition. So I would look to try
18 to understand what the witness was actually saying.
19 And in some ways where witnesses did not appear
20 to -- or testified that they didn't know much about
18:42:15

21 various things that they were testifying about, I
22 relied on the document.

23 Q Okay. Did you do any statistical analysis
24 to determine whether Nike relied on prior pay for
25 setting pay at hire?
18:42:52

1 A I did not do statistical analysis on prior
18:42:56

2 pay.

3 Q If you would go to page 32 in your
4 exhibit -- I'm sorry -- in your report.

5 A Okay.

18:45:17

6 Q All right. Your last sentence in the
7 first paragraph, it starts with "In fact."

8 Do you see that?

9 A Yes.

10 Q You wrote, quote: "In fact, Nike's

18:45:26

11 practice of setting starting pay based on prior pay
12 only worked to perpetuate the ongoing pay gap
13 consistently cited in the" US, and then you cite
14 a -- an article.

15 Do you see that?

18:45:44

16 A I do.

17 Q Okay. You did not do an analysis of
18 whether there was a pay gap at Nike, correct?

19 A The analysis of pay gaps at Nike was done
20 by Dr. Neumark, not by me.

18:46:03

21 Q Right. Okay.

22 And, of course, the Blau & Kahn article
23 that you cite here doesn't talk about Nike, correct?

24 A No. It talks about the pay gap
25 consistently cited in the United States.

18:46:20

1 Q Okay. Your statement that "Nike's
18:46:24

2 practice of setting starting pay based on prior pay
3 only worked to perpetuate the ongoing pay gap" is
4 based solely on Dr. Neumark's report, correct?

5 A No.
18:46:56

6 Q Oh, what else is it based on?

7 A It's based on my prior experience with
8 organizations who use prior pay to set their
9 starting pay and then continue to use percent of pay
10 to make increases over time --

18:47:13

11 Q Well, that's --

12 A -- to make salary increases over time.

13 Q -- that's a generalization. It's not --
14 has nothing to do with Nike, correct?

15 A It has to do with my professional
18:47:23

16 experience and expertise over 30 years looking at
17 these kinds of factors; that when prior pay is
18 different -- excuse me. When starting pay is
19 different, then the individuals who come in with
20 different starting pay who have the same performance

18:47:44

21 evaluation and who receive merit increases as a
22 percent of their salary will, over time, start to
23 diverge so that the person who came in with the
24 higher starting pay will typically, all other things
25 being equal, end up making more money.

18:48:03

1 Q Well, you can't say, as an expert, whether
18:48:08

2 Nike's practice of setting starting pay based on
3 prior pay perpetuated a pay gap, correct?

4 A Perpetuated pay gap in the United States?

5 Q Well, a pay gap at Nike.
18:48:28

6 A I looked at and reviewed Dr. Neumark's
7 analyses as it related to prior pay and the effect
8 of no longer collecting prior pay on the differences
9 in starting salary for men and women, and that is
10 supporting the -- the conclusion that I have seen
18:48:51

11 over many years in my work at other organizations.

12 Q Okay. Did you include any analysis of
13 your work in other organizations in your report that
14 we could look at?

15 A I have -- other cases that I've worked on
18:49:15

16 are listed in my list of cases. But, beyond that,
17 my expertise is based on my work with many, many
18 organizations over time in terms of compensation
19 practices and other reports that I've given in other
20 cases.

18:49:33

21 Q Okay. So you -- as you sit here today,
22 Dr. Lundquist, you do not know, yourself, based on
23 any analysis you performed, whether Nike's practice
24 of setting starting pay based on prior pay created a
25 pay gap at Nike, correct?

18:49:55

1 MR. GOLDSTEIN: Objection. Asked and
18:49:59
2 answered.

3 THE WITNESS: I'm aware of the results of
4 Dr. Neumark's analyses. I'm also aware of the
5 various states that have precluded people from
18:50:09

6 asking about prior pay for exactly this reason, that
7 it --

8 BY MS. DAVIS:

9 Q You didn't --

10 A -- perpetuated differences.

18:50:16

11 Q I -- I just want to know: Did you do any
12 analysis yourself, or are you just -- you're relying
13 on Dr. -- what Dr. Neumark said, correct?

14 MR. GOLDSTEIN: Asked and answered.

15 THE WITNESS: I'm relying -- I'm relying
18:50:29

16 on Dr. Neumark's analyses. I'm relying on my
17 professional expertise over many years with many
18 organizations. I'm relying on the kind of
19 information that has caused states to outlaw asking
20 about prior pay.

18:50:43

21 BY MS. DAVIS:

22 Q Was it against the law in Oregon to ask
23 about prior pay before 2017?

24 A I do not believe --

25 MR. GOLDSTEIN: Objection. Calls for a
18:50:53

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1 legal conclusion.

18:50:54

2 THE REPORTER: Can I have the answer
3 again, please.

4 THE WITNESS: It's my understanding that
5 Oregon passed a law in 2017 to preclude asking about
18:51:05

6 prior pay. Beyond that, I'm not -- I'm not aware of
7 other requirements.

8 BY MS. DAVIS:

9 Q Okay. Have you worked with other
10 companies that collected prior salary data before
18:51:17

11 2017?

12 A Yes.

13 Q Is it your contention that Nike is unique
14 in its practice of collecting prior salary data
15 prior to 2017 to the extent it did so?

18:51:33

16 A I'm sure Nike is not the only company.
17 Otherwise, there wouldn't be a law precluding people
18 from doing it.

19 Q Okay. And, of course, Nike is not the
20 only company that changed its practice in 2017,

18:51:50

21 correct?

22 A I don't know about other companies who
23 changed their practice in Oregon, for example.

24 Q Okay. You're aware that Dr. Neumark did
25 not have actual prior-pay data in -- to incorporate
18:52:17

1 into his analysis, correct?

18:52:22

2 A I don't know the details of the data that
3 he had.

4 Q Okay. The bottom of page 32, the last
5 paragraph, second sentence, you write, quote: "This

18:53:07

6 approach is problematic because gender differences
7 in starting salary tend to be perpetuated, and
8 sometimes exacerbated, over time when increases are
9 based on a percentage of base pay ..."

10 Do you see that?

18:53:29

11 A With the citation, yes.

12 Q Yeah.

13 You can't say, based on your own analysis,
14 whether Nike basing merit increases on a percentage
15 of base pay did actually perpetuate or exacerbate a

18:53:45

16 gender difference in starting salary, correct?

17 A I evaluated the numbers and charts that
18 Dr. Neumark produced. I did not analyze that
19 separately myself, other than to review his analyses
20 on this subject.

18:54:03

21 Q Okay.

22 A But it is -- but this particular comment
23 is from an article far more generally cited as -- as
24 an ongoing problem where gender differences in
25 starting pay are perpetuated by percent increases in

18:54:20

1 salary. So it is not just at Nike. It is something
18:54:23

2 that has been written about in the literature fairly
3 broadly.

4 Q And you understand, at Nike, that the
5 manager can go outside of the percent merit increase
18:54:34

6 recommended, correct?

7 MR. GOLDSTEIN: Objection. Assumes facts
8 not in evidence. Incomplete hypothetical.

9 BY MS. DAVIS:

10 Q Go ahead.
18:54:51

11 A It's my understanding that for percent
12 increases, that there are levels of review and
13 approval of that and that it is not simply a manager
14 acting on his or her own.

15 Q Well, that's not my question.
18:55:10

16 My question is: A manager can adjust the
17 percent increase for merit, correct?

18 A I think it depends on -- on the particular
19 time period and whether or not that is approved. I
20 mean, there are some periods of time where the
18:55:25

21 percent increase is based on performance
22 evaluations, and then there were subsequent systems
23 where it was more locked down, prepopulated in
24 spreadsheets where managers then could make changes,
25 but that a recommendation was made and approvals

18:55:47

1 Q Right.

19:10:36

2 And changing a practice does not
3 necessarily mean that a prior practice was unlawful,
4 correct?

5 A Correct.

19:10:42

6 Q Okay. And if -- well, strike that.

7 Okay. Did you review any other documents
8 during the break?

9 A No.

10 Q On page 34, you state -- I'll let you get

19:11:26

11 to page 34.

12 A Okay.

13 Q The middle of the page, the first
14 paragraph, quote: "As with merit increases, a
15 reward based on a percentage of the employee's base
19:11:39

16 pay will continue to exacerbate existing gender
17 differences in pay."

18 Do you see that?

19 A I do.

20 Q And is that sentence related to the --

19:11:54

21 Nike's PSP bonus calculation?

22 A Yes.

23 Q Did you do any analysis of Nike's PSP
24 bonus payments to determine whether, in fact, there
25 was a gender difference in pay?

19:12:10

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1 A I did not. I did review the analyses done
19:12:17
2 by Dr. Neumark on bonuses.

3 Q Okay. The next paragraph you refer to a
4 communication from Nike's CHRO Monique Matheson.
5 Do you see that?
19:12:49

6 A I do.
7 MS. DAVIS: Let's look at that document,
8 previously marked as Exhibit 552.
9 (Exhibit 232 was marked for
10 identification.)

19:13:14

11 BY MS. DAVIS:

12 Q Let me know when you have that in front of
13 you.

14 A It's Exhibit 232?

15 Q 552.

19:13:45

16 A Oh, it's showing -- yeah, it's showing
17 here as Exhibit 232 - Exhibit 552.

18 Q Okay. Okay. Now, this email you
19 reference from Ms. Matheson, do you want to take a
20 moment -- a moment to review it?

19:14:15

21 A Yes.

22 Q Okay.

23 (Pause.)

24 A Okay.

25 Q Okay. Now, in your report, you say, in
19:14:57

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1 the Uniform Guidelines, and, in my profession, we
19:21:28

2 also talk about the SIOP principles.

3 Q Okay. Are you referring to anything else?

4 A It would be the general principles that
5 are articulated in those documents.

19:21:51

6 Q Okay. Do the Uniform Guidelines describe
7 standards for creating pay practices?

8 A The Uniform Guidelines do not specifically
9 cover compensation per se. The SIOP principles do,
10 but the -- the kinds of framework for evaluating HR

19:22:17

11 processes in the SIOP principles and the Uniform
12 Guidelines are consistent in that -- in that way,
13 the job relatedness kinds of standards.

14 Q What do the SIOP principles say about
15 developing pay practices?

19:22:37

16 A They consider pay practices compensation
17 to be a selection procedure and that it needs to be
18 shown to be job related.

19 Q And where -- where do Nike's practices, in
20 your opinion, fall short of professional standards?

19:22:56

21 A Well, if you look at the middle of
22 page 35: Nike's witnesses testified that there's
23 "... no job analysis to inform" the "job
24 architecture and leveling decisions, compensation
25 policies and practices, performance management

19:23:19

1 rating practices, non-competitive promotion"
19:23:22

2 practices, "or any other purpose ..." and you can
3 see the citations for that.

4 There were no job analyses or validation
5 studies provided, and I believe one of the
19:23:32

6 witnesses, in her deposition testimony, indicated
7 that the minimum qualifications for jobs were never
8 validated and were not reviewed and updated.

9 So that's the kind of thing. The fact
10 that -- that these witnesses were unaware of the
19:23:51

11 Uniform Guidelines and the requirements are in
12 addition.

13 Q Okay. Well, you relied on Nike's job
14 architecture and leveling decisions in reaching your
15 conclusion that jobs should be grouped at the
19:24:09

16 subfamily level interaction, correct?

17 A I relied on the fact that Nike said these
18 are the criteria for looking at jobs that should be
19 treated as similar, and the leveling criteria are --
20 are quite detailed in terms of making those
19:24:29

21 determinations, as I believe it's my Attachment D to
22 my report that shows fairly extensive criteria for
23 the leveling.

24 Q Mm-hmm. And so you thought the leveling
25 decision seemed to -- they -- they satisfied you,
19:24:46

Page 216

1 Q For selection --
19:39:12

2 A Substantially different -- excuse me. A
3 substantially different -- substantial difference in
4 the success rate of groups on the basis of a
5 particular selection procedure.
19:39:28

6 Q Okay. Are you offering an expert opinion
7 on Nike's promotion practices?

8 A There is a section in my report about
9 Nike's promotion practices relative to --
10 particularly relative to competitive and
19:39:56

11 noncompetitive promotion.

12 Q And did you -- what analysis did you do of
13 Nike's promotion practices?

14 A I reviewed the -- the policies and the
15 training documents that were associated with how
19:40:14

16 competitive and noncompetitive promotions are made.
17 I reviewed the information about fill strategies,
18 and I looked at the analyses that Dr. Neumark
19 produced relative to competitive and noncompetitive
20 promotions.

19:40:40

21 Q Did you do anything else?

22 A That's -- those are the primary things.

23 Q Okay. On page 38, you state at the
24 bottom, under "EVALUATION OF NIKE'S PROMOTION
25 PRACTICES," quote: "Dr. Neumark's analyses indicate
19:41:29

Page 226

1 BY MS. DAVIS:

19:42:48

2 Q Did you do any analysis to determine
3 whether the noncompetitive may be -- were more
4 desirable than the competitive jobs?

5 A I did not do a statistical analysis of
19:43:00

6 that. I did look at whether noncompetitive
7 promotions occurred at various bands, and they
8 appeared to be occurring at high-level bands as well
9 as some at lower-level bands.

10 Q Where is that -- where -- where can I find
19:43:17

11 that in your report?

12 A It's not in my report, per se, that the
13 competitive promotions occurred at various band
14 levels. I believe it was in Dr. -- one of
15 Dr. Neumark's tables that I was able to observe the
19:43:40

16 differences.

17 Q Oh, so you didn't do any of your own
18 analysis, correct?

19 A My own analysis was to look at the
20 information that Dr. Neumark provided about where
19:43:51

21 competitive and noncompetitive promotions occurred
22 and the likelihood of women receiving various kinds
23 of promotions.

24 Q Okay. Did you analyze Dr. Neumark's
25 promotion analysis?

19:44:15

Page 228

1 A I looked at and reviewed his promotion
19:44:17

2 analysis. I --

3 Q Do you --

4 A -- reviewed his tables.

5 Q Okay. Do you -- have you ever performed
19:44:24

6 promotion analyses on your own?

7 A Have I ever looked at whether there's
8 discrepancies in the rates of males and females
9 being promoted in an organization? Yes.

10 Q Okay. Do you agree that it's important,
19:44:39

11 when you're looking at a promotion analysis, to
12 determine the correct applicant pool or promotion
13 pool?

14 A It's always important, in conducting
15 analyses, to try to make sure that you are
19:44:53

16 accurately looking at individuals who are being
17 considered or who might, for instance, apply for
18 various promotions. So there are a number of
19 different considerations in doing a promotion
20 analysis.

19:45:09

21 Q And you know that, in Dr. Neumark's
22 promotion analysis for his competitive promotions,
23 he did not limit the pool to people who applied for
24 the role?

25 Did you understand that?

19:45:22

1 A I don't think so specifically.

19:45:24

2 Q Okay. Would you conduct a promotion
3 analysis for competitive promotions where people
4 have to apply and include in the pool people who
5 never applied?

19:45:36

6 MR. GOLDSTEIN: Ob- -- objection.
7 Incomplete hypothetical.

8 THE WITNESS: I think it does depend.
9 There are some situations in -- in which an
10 organization -- excuse me -- has -- has not posted

19:45:50

11 things widely has not -- has had a chilling effect
12 on individuals applying for various positions. So
13 it really does depend on the organization's policies
14 surrounding those competitive promotions.

15 BY MS. DAVIS:

19:46:16

16 Q Do you have any evidence that Nike's
17 posting practices have a chilling effect on
18 individuals applying for various promotions?

19 A I guess the biggest concern I would have
20 relative to that is the -- the decision to post all

19:46:46

21 the positions E level and below and with the
22 indication that so many employees -- I believe it
23 was in an employee-attitude survey, indicated that
24 they felt that the hiring/promotion processes were
25 not transparent.

19:47:10

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1 filled.

19:51:18

2 Q Okay. Well, we'll take a look at all the
3 documents you were provided about how jobs were
4 filled later.

5 Were you aware that in Dr. Neumark's

19:51:39

6 analysis of promotions, that if someone received a
7 competitive promotion -- so if a woman received a
8 competitive promotion, she was coded as not
9 receiving a noncompetitive promotion in the
10 noncompetitive-promotion analysis?

19:52:02

11 A I believe I'm aware of that.

12 Q Okay. Does that seem scientifically
13 appropriate to you?

14 A It seems to me that there -- as -- as I
15 have said to you, that there are a lot of

19:52:14

16 determinations that go into determining whether or
17 not -- what gets included in a promotion analysis.
18 Whether -- as I said just a minute ago, there are
19 oftentimes policies that preclude somebody from
20 being considered for a promotion in a certain period

19:52:33

21 of time. Other times they're -- they're perfectly
22 able to be considered for a promotion.

23 Q But if someone --

24 A So the policies surrounding it matters.

25 Q Okay. But if -- if I got a promotion --

19:52:49

Page 234

1 if I got a competitive promotion, does it make sense
19:52:52

2 that I would still be in the pool for noncompetitive
3 promotions in the same year?

4 A Well, it might. It depends on what the
5 requirements are for the noncompetitive promotions.
19:53:07

6 It's my understanding that some of the
7 noncompetitive promotions were, essentially,
8 succession-planning considerations, in which case it
9 could be that you'd get a competitive promotion,
10 and, indeed, you would also get a noncompetitive
19:53:20

11 promotion.

12 Q Hm, how many companies do you work with
13 where people are -- get two promotions in the same
14 year?

15 A It happens.
19:53:32

16 Q How often?

17 A It's not the most frequent thing that
18 happens.

19 Q Mm-hmm.

20 You say, on page 38: "... the
19:53:52

21 non-competitive promotions result in a statistically
22 significant disadvantage to women... Such a finding
23 is not unexpected."

24 What do you mean by that?

25 A What I mean by that is what follows it,
19:54:10

1 which further explains that there is a difference
19:54:14

2 between transparency for the competitive promotion
3 process and the degree of transparency in -- in what
4 appears to be a more structured process for the
5 competitive promotions than the noncompetitive
19:54:31

6 promotions.

7 Q Okay. And what do you mean when you say
8 "level of rigor"?

9 A Where are you? Are you --

10 Q Oh, sure.

19:54:46

11 A -- talking about what I just said, or you
12 mean at the bottom of page 38?

13 Q Yeah, the bottom of -- bottom of page 38.

14 A So what I'm referring to there has to do
15 with the degree of involvement of human resources in
19:55:00

16 terms of identifying slates of candidates, for
17 example, and putting people through interviews with
18 the hiring managers. As I understand it, that is
19 characteristic of the competitive promotions but not
20 the noncompetitive promotions. There is an approval
19:55:30

21 process, but not the evaluative process to the same
22 degree.

23 Q Okay. And what's your understanding of
24 the approval process for noncompetitive promotions?

25 A There's very little -- limited information
19:55:48

1 on that, but I believe there's a document that I
19:55:50

2 reviewed that said: HR or your manager needs to
3 approve this. But I also believe that given the
4 documents I reviewed, that it is also related to
5 the -- the fill strategy of whether something is to
19:56:05

6 be filled competitively or noncompetitively and --
7 and may be associated with succession planning, for
8 example.

9 Q Okay. Go to page 40.

10 The last sentence of the first par- --
19:56:57

11 full paragraph, you write, quote: "Given the lack
12 of posting of the non-competitive positions, the
13 lack of application process and the lack of
14 transparency to prevent misuse of the
15 non-competitive promotion process, it is possible
19:57:12

16 that some of the non-competitive promotions operated
17 to the disadvantage of female employees," end quote.
18 When you say "it is possible," what do you
19 mean by that?

20 A I mean it is possible.
19:57:34

21 Q Okay. You're not able to say whether the
22 process at Nike actually did or did not disadvantage
23 female employees, correct?

24 A It's my understanding that the -- the
25 gender disparities adverse to females in the
19:57:52

1 noncompetitive promotion process virtually

19:57:57

2 disappeared after the changes that were made in
3 2018, particularly the posting of all positions and
4 the changing of slates and the promotion of women to
5 VP positions.

19:58:14

6 Q Okay. Well, why did you use the word "it
7 is possible"? Why didn't you just say: The
8 noncompetitive promotions operated to the
9 disadvantage of female employees?

10 A Well, first of all, I think that was

19:58:28

11 already stated prior -- right? -- when -- when I
12 said non- -- page 38: "... the non-competitive
13 promotions result in a statistically significant
14 disadvantage to women ..." So that was already
15 stated.

19:58:49

16 What I'm talking about in this sentence is
17 the -- the lack of structure and the lack of
18 transparency in the noncompetitive process, which
19 may have been the contributing factor to those
20 gender differences.

19:59:02

21 Q Okay.

22 A It could be other -- it could be
23 straight-up bias. It's just the exact cause of
24 those differences is not clear.

25 Q Well, it could also be qualifications,

19:59:13

1 correct?

19:59:16

2 A I would need to go back and look at what
3 Dr. Neumark was controlling for in his analysis to
4 respond to your hypothetical.

5 Q Okay. It could be education, correct?

19:59:30

6 A It's the same thing. You're asking me to
7 opine about something theoretically when Dr. Neumark
8 controlled for a variety of factors in his analyses.

9 Q It could be performance, correct?

10 A Same answer.

19:59:49

11 Q Okay. It could be factors that are not
12 capable of being quantified in an analysis, correct?

13 A It could be.

14 Q Okay. Also on --

15 A The fact remains -- excuse me. I -- I

20:00:14

16 need to amend that a little bit.

17 The fact remains that those differences
18 did exist and then did disappear following the
19 changes that were made.

20 Q Mm-hmm.

20:00:27

21 But did you do any analysis to determine
22 whether the workforce changed around the same time
23 period?

24 A I did not do that analysis.

25 I do believe that what I understood from

20:00:43

1 Ms. Matheson's emails is that a number of changes
20:00:45

2 were going on simultaneously to improve the HR
3 practices within the organization and that
4 particularly the posting of jobs that had this kind
5 of result was -- was certainly one of the major
20:00:56

6 ones.

7 Q Right.

8 And you didn't do any analysis to
9 determine if there were different types of
10 promotions after 2018, correct?

20:01:07

11 A Competitive versus noncompetitive is what
12 I had information about.

13 Q Okay. But whether there were different
14 job families that maybe made more promotions than
15 others after 2018, you didn't look at that, did you?

20:01:23

16 A I did not have access to that information.

17 Q Okay. On page 40, you also talk about a
18 preferred candidate approach, and you say -- let's
19 see, starting at the bottom of the page, quote: "In
20 my work with other employers, a 'preferred candidate

20:01:54

21 process' typically involves posting a job opening
22 with the indication that a 'preferred candidate' has
23 been identified. Such a process has a chilling
24 effect on other applicants since the posting is
25 indicating that someone else has tentatively been

20:02:13

1 Q Right, within the same bands.

20:18:21

2 Do you see the job level intermediate
3 professional?

4 A Yes.

5 Q Is a move from intermediate to pro- --

20:18:28

6 intermediate professional to supervisor a promotion?

7 A I would believe so, based on the
8 definition that I've seen that says: If you change
9 levels within a band, that is a promotion.

10 Q Okay. What about if you moved from

20:18:53

11 director to expert professional; would that be a
12 promotion?

13 A It would certainly be a change in level.
14 Whether it's to a higher level or not or they're
15 parallel, I don't know the answer to that question.

20:19:14

16 Q Okay. And what about a change -- a move
17 from manager to lead professional; would that be a
18 promotion?

19 A It would be a question of whether or not
20 the lead professional is a higher level within the

20:19:29

21 same band.

22 Q Do you know the answer to that?

23 A I do not know.

24 Q Did you review Dr. Neumark's channeling
25 analysis?

20:20:01

1 A I reviewed the section where he talked
20:20:05

2 about women being hired into lower job levels,
3 despite having similar experience and background.

4 Q Mm-hmm.

5 And did you analyze his review or his
20:20:21

6 analysis of similar experience and background?

7 A I thought I did -- I read it.

8 Q Okay. Did you form any opinions about
9 whether his analysis was accurate?

10 A I did not. I took, on face value, his
20:20:40

11 indication that there was a difference in terms of
12 education and experience. Where women and men had
13 the same education and experience level, women were
14 hired into lower levels. So I -- I took the fact of
15 his finding and then was asked to -- to look at
20:21:01

16 whether that was an indication of channeling, and I
17 did not reach a conclusion about channeling.

18 Q Okay.

19 A I was unable to reach a conclusion.

20 Q Okay. Do you know whether women apply for
20:21:15

21 lower-level jobs more frequently at Nike than men?

22 A I don't know an awful lot about what women
23 apply for or what they're considered for, given that
24 I understand there is some opportunity to change
25 what somebody applies for and consider them for
20:21:43

1 policies for -- provided for that. There may have
20:22:51

2 been some testimony.

3 Q Okay. Testimony is evidence, correct?

4 MR. GOLDSTEIN: Objection. Argumentative.

5 Calls for a legal conclusion, sort of.

20:23:07

6 BY MS. DAVIS:

7 Q Well, you relied on deposition testimony
8 for your report, correct?

9 A I looked at deposition testimony, and I
10 evaluated it in the context of documents that were

20:23:20

11 provided, yes.

12 Q Okay. And so what Mr. Miller said:

13 QUESTION: When it comes to the
14 guidelines that Nike provides recruiters
15 about when they should match a candidate

20:23:37

16 to a different open job, what are those
17 guidelines?

18 ANSWER: The guidelines are very
19 specific. It has to be a job that meets
20 the same band level, right? It's the same

20:23:49

21 seniority, the same job code. We're
22 recruiting within those levels within a
23 similar time frame, so it's still a valid
24 application, and the screening criteria,
25 as we mentioned, those prescreening

20:24:00

1 questions, are the same amongst those

20:24:05

2 requisitions.

3 Did you read that testimony?

4 MR. GOLDSTEIN: Objection. If you want to
5 ask the witness about that testimony, you should

20:24:11

6 provide the deposition and the context for the
7 testimony.

8 BY MS. DAVIS:

9 Q You can answer.

10 A I would have liked to have seen a policy

20:24:26

11 on match to job. Mr. Miller did make
12 representations in his testimony, but, as I recall,
13 there is no written policy that's been provided on
14 match to job that would verify what it is he said in
15 his deposition.

20:24:46

16 Q Well, something doesn't have to be in
17 writing for it to be the company's policy or
18 practice, correct?

19 A Typically, policies are written, yes.

20 Q They don't have to be, right?

20:24:58

21 MR. GOLDSTEIN: Objection. Speculative.
22 Incomplete hypothetical.

23 BY MS. DAVIS:

24 Q Go ahead.

25 A Typically, in my experience, policies are

20:25:15

1 written policies. Practices may be something that's
20:25:17

2 not written down, but I believe that when somebody
3 says there's very strict guidelines as to what we
4 can do, that those guidelines are not simply orally
5 communicated to all of the talent acquisition

20:25:32

6 recruiters throughout the company.

7 Q Do you have any reason to believe
8 Mr. Miller's testimony was inaccurate?

9 A I would have a better idea of how to
10 evaluate Mr. Miller's testimony if I could see the

20:25:45

11 guidelines for match to job --

12 Q Do you have any --

13 A -- or any training documents or anything
14 that supported that testimony.

15 Q Do you have any reason to believe

20:26:06

16 Mr. Miller's testimony was inaccurate?

17 A I think I just answered your question.

18 Q No, you didn't.

19 MR. GOLDSTEIN: Argumentative.

20 THE WITNESS: Yes, I did.

20:26:13

21 BY MS. DAVIS:

22 Q Do you have any reason to believe
23 Mr. Miller's testimony was inaccurate?

24 A I have no reason to believe one way or the
25 other without something that documents what it is he

20:26:28

1 said. That is typically what I do when I look at
20:26:30

2 somebody's testimony. And as I said, I -- it --
3 it's incomprehensible for me to believe that there
4 is a strict policy such as that across all the
5 recruiters at Nike without anything being written
20:26:43

6 down or documented in training.

7 Q So the --

8 A It's possible it's in the talent -- it's
9 possible it's in the talent acquisition playbook,
10 but I don't believe we have access to that.

20:26:56

11 Q So is it your practice, as an expert, that
12 you only believe a dep- -- deposition testimony or
13 you only credit deposition testimony if there's a
14 supporting document?

15 MR. GOLDSTEIN: Misstates testimony.

20:27:11

16 Objection.

17 THE WITNESS: It is my practice as an
18 expert to look for confirmation of the information
19 that somebody is providing, and when they provide a
20 very detailed response such as that, I would expect

20:27:26

21 there to be supporting documentation.

22 MS. DAVIS: Okay. Interesting. Okay.

23 THE WITNESS: I wonder if it would be
24 possible to have a break. It seems as if we've been
25 at this for eight and a half hours.

20:28:37

1 accurate representation, other than that somebody
20:53:24

2 has said that in a declaration. So if I take for
3 truth that this is a true and accurate
4 representation, then it is.

5 BY MS. DAVIS:
20:53:38

6 Q Okay. Are you offering an expert opinion
7 in this case regarding the role of human resources
8 at Nike?

9 A Yes.

10 Q What methodology did you use to evaluate
20:53:54

11 the role of human resources at Nike?

12 A I reviewed documents that talked about the
13 structure of human resources, as well as various
14 results of, for instance, the Starfish survey and
15 other representations by the chief executive officer
20:54:26

16 and the chief human resources officers.

17 Q Anything else?

18 A Those are the primary ones.

19 Q Okay. Where in your report can I find
20 your expert opinion regarding the role of human
20:54:38

21 resources at Nike?

22 A It's in the section that starts on
23 page 42.

24 Q Okay. So is the whole -- from page 42
25 through 47, that's all your opinion?
20:55:15

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1 A It's my opinion it's my review of the role
20:55:22

2 of HR in terms of its processes, its structure, and
3 the concerns that were raised in complaints about
4 it.

5 Q Okay. So the first sentence you wrote:
20:55:42

6 "Nike's Human Resources," paren, "(HR)," end paren,
7 "Job Function is, and has been over the relevant
8 period, significantly involved in the design,
9 implementation and execution of employment
10 processes," end quote.

20:56:20

11 Is that your expert opinion?

12 A That is an observation and a conclusion
13 that that has been, in fact, the case.

14 Q And did you apply any scientific methods
15 to reach this conclusion?

20:56:51

16 A I applied my experience in reviewing HR
17 programs, HR organizations in various employers over
18 the past 30 years, along with the review of
19 documents that indicated the structure of HR and the
20 responsibilities of HR over time --

20:57:15

21 Q Anything else?

22 A -- at Nike.

23 Q Anything else?

24 A Those would be the primary ones.

25 Q You're aware that Nike has an employee
20:57:37

1 about at roughly this same time and changes to -- if
21:04:38

2 I didn't mention it, changes to hotlines and
3 complaint process approaches. So it's the -- it's
4 the outcomes, the results of these changes.

5 Q So the -- so the fact that the company
21:04:58

6 made changes, you're -- is that the -- the evidence
7 you've used to support your opinion that the role of
8 HR was insufficient to address issues earlier?

9 MR. GOLDSTEIN: Object- --

10 BY MS. DAVIS:

21:05:18

11 Q I'm just trying to understand your
12 testimony.

13 MR. GOLDSTEIN: Objection. Misstates
14 testimony.

15 THE WITNESS: I'm not sure --

21:05:26

16 MS. DAVIS: Yeah, 'cause I'm --

17 THE WITNESS: -- what the question is you
18 are asking me.

19 MS. DAVIS: Okay. Sorry. I'll try to ask
20 a better question.

21:05:31

21 Q You said the methodology you used was to
22 look at the company's response to information and
23 charges that were brought forth to it.

24 So what analysis of the company's response
25 to information and charges that were brought forth

21:05:59

1 to it did you conduct to support your opinion?

21:06:01

2 MR. GOLDSTEIN: Objection --

3 THE WITNESS: I reviewed --

4 MR. GOLDSTEIN: -- asked -- excuse me.

5 I didn't mean to interrupt you, Felicia.

21:06:10

6 Were you done?

7 Objection. Asked and ans- -- answered.

8 The question misstates the testimony.

9 BY MS. DAVIS:

10 Q Go ahead.

21:06:29

11 A So I believe what I said was that
12 allegations were raised about the ineffectiveness of
13 HR and that both the CEO and the CHRO made
14 representations that it was necessary to take a
15 deep-dive look and to eliminate moments of bias in

21:06:48

16 the hiring process, among others, where policies
17 were changed as a result and indicated that this
18 deep dive was resulting in these kinds of changes
19 with regard to various employee processes, including
20 hotlines and posting of jobs, slates, et cetera.

21:07:16

21 Q And -- and so what's the scientific
22 standard that you used here?

23 A What I used was my years of experience in
24 terms of HR -- would you like me to finish?

25 Q Yeah, please.

21:07:39

1 A Okay. I used my years of experience in
21:07:41
2 terms of HR practices in monitoring and -- and
3 addressing issues that come up in the organization.
4 I've done this a number of times in terms of
5 settlement agreements where I've been asked to look
21:07:58
6 at HR monitoring and how to improve HR monitoring
7 and effectiveness.
8 So the fact that I've done this a number
9 of times and been approved by the courts to do this
10 a number of times is the basis on which I'm looking
21:08:12
11 at the actions taken by HR in this context.

12 Q Okay. So you're -- you're concluding that
13 because HR took actions in response to employee
14 complaints, that that means that the processes
15 before were insufficient?

21:08:30

16 MR. GOLDSTEIN: Objection --

17 THE WITNESS: I --

18 MR. GOLDSTEIN: Objection. Misstates the
19 testimony. Asked and answered.

20 THE WITNESS: Yeah, I'm trying to find the

21:08:44

21 exact language that was used by -- and let me look
22 for it -- that was used by Monique Matheson where
23 she talked about eliminating bias, stopping the
24 collection of prior-pay information, having
25 inclusive job descriptions, all in an effort to

21:09:13

1 remove bias. And I cannot find the exact location
21:09:19

2 in the report, but if you'd like me to find that, I
3 will take my time to find it.

4 BY MS. DAVIS:

5 Q No, it's okay. I think you've talked
21:09:30

6 about it a number of times today, so I don't think
7 that's really necessary.

8 And so I guess I've -- you've told me --
9 you've told me your scientific process for forming
10 your expert opinion about the role of HR at Nike,
21:09:42

11 correct?

12 A I've told you my -- my expert basis for
13 the conclusions that I'm reaching about HR and its
14 effectiveness.

15 Q Okay. And you've told me all of the
21:09:55

16 methodologies that you used to reach that
17 conclusion, correct?

18 A I've told you that I've relied on my
19 expertise and my experience and the representations
20 made by Nike in its own documents.

21:10:08

21 Q Mm-hmm. Right. Okay. We -- we don't
22 need to debate that.

23 Would you agree that even if an
24 organization has accepted HR practices, it could
25 still get internal complaints about discrimination
21:10:23

1 circumstances?

21:11:33

2 MR. GOLDSTEIN: Objection. Assumes facts
3 not in evidence. Incomplete hypothetical and
4 speculative.

5 BY MS. DAVIS:

21:11:45

6 Q Go ahead.

7 A You're -- you're saying could it be
8 possible that there would be allegations that were
9 found to be true even if you had a good HR
10 department?

21:12:02

11 Q Correct.

12 A Could you have a rogue manager? Possibly.
13 Would you have the level of complaints that went to
14 the alert line and that came through the Starfish
15 survey? That, in my experience, is atypical; so

21:12:17

16 that it is the scope of the concerns that would
17 trouble me. And I think it would also be important
18 to understand what actions were taken and why they
19 were taken, why senior leaders left the
20 organization -- apparently asked to leave the

21:12:37

21 organization and on what basis.

22 Q Okay. Yeah, let's talk about the Starfish
23 survey.

24 Did you conduct an analysis of the
25 Starfish survey?

21:12:52

1 A I looked at the information that was
21:12:53

2 presented in the Starfish survey allegations. I
3 reviewed them.

4 Q Did you do any analysis of the information
5 presented in the Starfish surveys?

21:13:04

6 A I just reviewed them. I'm not sure --

7 Q Okay.

8 A -- what analysis would be possible without
9 knowing the results of the investigation, which I
10 believe have not been shared with counsel.

21:13:17

11 Q And do you know who created the Starfish
12 survey?

13 A I believe it was a female employee of
14 Nike.

15 Q Was the Starfish survey developed using

21:13:32

16 professional guidelines?

17 A Are you asking me if there is a
18 representative sample that was used? It's my
19 understanding that the Starfish survey was -- was
20 asking individuals to do self-reports of their

21:13:51

21 experience and their concerns about discrimination
22 and harassment.

23 Q Do you know who it was sent to?

24 A I -- I don't know the specific list of who
25 it was sent to, but I believe it was completed by

21:14:11

1 females in the organization.

21:14:13

2 Q Do you know whether it was only completed
3 by females or whether men also responded?

4 A I don't recall.

5 Q Some of the responses are anonymous,

21:14:22

6 correct?

7 A That is correct.

8 Q Okay. Do you know how large the sample
9 size was for the survey?

10 A I don't think this was a sample-type

21:14:35

11 survey. I believe that this was asking for
12 self-reports of harassment. It's not in the same
13 way that one would do, say, the sampling that we did
14 in the Oracle report.

15 Q And do you know how the recipients of the

21:14:49

16 survey were selected?

17 A I do not.

18 Q Do you know who selected the recipients of
19 the survey?

20 A I do not. I only know that there was a

21:15:00

21 volume of responses about harassment and
22 discrimination, which were deemed by the CEO to be
23 inconsistent -- let me find his exact language. So
24 obviously I found the -- the individual complaints
25 that I talked about in my report to be disturbing,

21:15:43

1 and I believe Mr. Parker, which I -- I think I
21:15:48

2 already testified to, indicated that there was a
3 concern that they had become aware of reports of
4 behaviors covering -- "... occurring within our
5 organization that do not reflect our core values of
21:16:03

6 inclusivity, respect, and empowerment" and that
7 there would be a deep dive, a comprehensive review
8 of the HR systems and that in -- in that communique
9 or another that HR has not been serving the
10 organization well.

21:16:23

11 Q Did Mr. Parker's response seem appropriate
12 to you?

13 A I don't have the full context of
14 everything that was going on and the results of the
15 investigations, but, yes, I think it's appropriate,
21:16:39

16 if a very large number of women are expressing
17 concerns -- and that I believe it wasn't simply the
18 Starfish survey but also the Alertline that had a
19 number of human resources issues -- that it would be
20 appropriate to take some sort of action.

21:16:57

21 Q Do you know how many -- how many women
22 responded to the Starfish survey?

23 A I don't. I -- I think it's someplace in
24 the neighborhood of 30 or so, but I don't have the
25 exact number.

21:17:09

1 Q Okay. Out of how many possible women?
21:17:10

2 A Well, I already told you I don't know all
3 the women to whom it was sent, so I don't know out
4 of how many possible women.

5 Q Okay. Do you know if the Starfish --
21:17:27

6 A It can only be the women to whom it was
7 sent.

8 Q Okay. And were any of the Starfish
9 surveys completed by former employees?

10 A I don't know that.
21:17:41

11 Q Okay. You -- you said that --

12 A I --

13 Q -- the allegations --

14 A Excuse me. Okay. I do know that some of
15 the people indicated, who responded to the Starfish
21:17:50

16 survey, that they were concerned about losing their
17 jobs if they brought their complaints forward. So
18 it's possible that some of them were former
19 employees.

20 Q Okay. Did you do any kind of analysis to
21:18:03

21 determine whether the 30 responses were normal,
22 abnormal for the size of Nike's workforce?

23 A This wasn't a representative survey sent
24 to all of the women at Nike, as far as I understand
25 it. It is a group that reflects serious concerns.
21:18:29

1 I believe they were generally higher-level women who
21:18:35

2 responded, as I recall from what I read, and they
3 were consistent with what was occurring in the
4 Alertline before that period of time and then
5 ultimately were followed by the departure from the
21:18:47

6 company of several senior-level executives who were
7 called an insular group who had engaged in bad
8 behavior.

9 Q Where is the -- what evidence supports
10 your statement that it was mostly higher-level
21:19:07

11 women?

12 A I believe in the -- the various responses
13 to the survey that I can recall offhand, people
14 talked about different levels of the organization,
15 their contact with different levels of the
21:19:27

16 organization over a period of time at different
17 levels, so that is my conclusion.

18 Q Did you do an analysis of the levels of
19 the people who participated in the Starfish survey?

20 A I did not. I don't believe that was one
21:19:43

21 of the questions on the survey.

22 Q Okay. What is the scientific standard for
23 a complaint being disturbing?

24 A Is there a context for that or just, in
25 general, if I would be disturbed by something or --
21:20:04

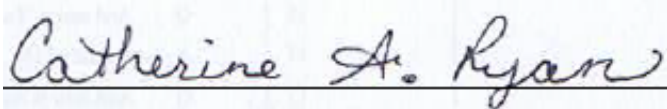
1 I, the undersigned, a Certified Shorthand
2 Reporter of the State of California, do hereby
3 certify:

4 That the foregoing proceedings were taken
5 before me at the time and place herein set forth;
6 that any witnesses in the foregoing proceedings,
7 prior to testifying, were administered an oath; that
8 a record of the proceedings was made by me using
9 machine shorthand which was thereafter transcribed
10 under my direction; that the foregoing is a true
11 record of the testimony given.

12 Further, that if the foregoing pertains to the
13 original transcript of a deposition in a Federal
14 Case, before completion of the proceedings, review
15 of the transcript [] was [X] was not requested.

16 I further certify that I am neither
17 financially interested in the action nor a relative
18 or employee of any attorney or any party to this
19 action.

20 IN WITNESS WHEREOF, I have this date
21 subscribed my name.

22  ed: September 13, 2021
23

Catherine A. Ryan, RMR, CRR
24 CSR No. 8239
25

1 RE: CAHILL VS. NIKE, INC.

2 SEPTEMBER 10, 2021, KATHLEEN K. LUNDQUIST, PH.D.,
3 JOB NO. 4778015

4 E R R A T A S H E E T

5 PAGE 20 LINE 8 CHANGE "getting" to "when
6 we were getting"

7 REASON _____

8 PAGE 32 LINE 16 CHANGE "my" to "many"

9 REASON _____

10 PAGE 80 LINE 9 CHANGE "codes" to "roles"

11 REASON _____

12 PAGE 94 LINE 14 CHANGE "authored" to "offered"

13 REASON _____

14 PAGE 148 LINE 23 CHANGE "family" to "job"

15 REASON _____

16 PAGE 182 LINE 24 CHANGE "the two" to "to"

17 REASON _____

18 Kathleen K. Lundquist

19 WITNESS

20 9/21/21

21 Date

1 RE: CAHILL VS. NIKE, INC.

2 SEPTEMBER 10, 2021, KATHLEEN K. LUNDQUIST, PH.D.,
3 JOB NO. 4778015

4 E R R A T A S H E E T

5 PAGE 218 LINE 3 CHANGE "implication" to
6 "indication"

7 REASON _____

8 PAGE 282 LINE 5 CHANGE "receives" to "reaches"

9 REASON _____

10 PAGE _____ LINE _____ CHANGE _____

11 REASON _____

12 PAGE _____ LINE _____ CHANGE _____

13 REASON _____

14 PAGE _____ LINE _____ CHANGE _____

15 REASON _____

16 PAGE _____ LINE _____ CHANGE _____

17 REASON _____

18 Kathleen K. Lundquist

19 WITNESS

20 9/21/21

21 Date

Electronically
FILED

by Superior Court of California, County of San Mateo

ON

6/11/2021

By

/s/ Alex Yeung
Deputy Clerk

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SUPERIOR COURT OF THE STATE OF CALIFORNIA
COUNTY OF SAN MATEO

RONG JEWETT, SOPHY WANG, XIAN
MURRAY, ELIZABETH SUE PETERSEN,
MARILYN CLARK AND MANJARI KANT,
individually and on behalf of all others
similarly situated,

Plaintiffs,

v.

ORACLE AMERICA, INC.

Defendant.

Case No. 17CIV02669

REDACTED FOR PUBLIC FILING

**DECLARATION OF KATHLEEN K.
LUNDQUIST, PH.D. IN SUPPORT OF
DEFENDANT ORACLE AMERICA,
INC.'S MOTION FOR
DECERTIFICATION**

Hearing Date: September 13, 2021
Time: 3:00 p.m.

Assigned for all purposes to the Honorable
V. Raymond Swope
Department 23

Trial Date: November 1, 2022
Date Action Filed: June 16, 2017

REDACTED FOR PUBLIC FILING

1 I, Kathleen Lundquist, declare as follows:

2 1. I am the President and CEO of APTMetrics, Inc., a consultant company focused
3 on assessment-centered talent management solutions. As a consultant, I have extensive
4 experience in employment matters including the use of empirical evidence to design, validate and
5 assess the fairness of human resource practices. I have consulted with both plaintiffs' and
6 defendants' counsel in employment discrimination cases and have testified as an expert witness in
7 numerous such cases, including providing statistical analysis.

8 2. I hold a Ph.D. and an M.A. in Psychometrics from Fordham University. I am a
9 fellow of the American Psychological Association and the Society for Industrial and Organization
10 Psychology. I am also a member of the National Association of Female Executives. I am a
11 licensed psychologist in the State of Connecticut.

12 3. I have been appointed by the U.S. Department of State to serve multiple three-year
13 terms as a member of the Examiner's Board for the Foreign Service; have served as a member of
14 the expert panel on work analysis and assessment for the U.S. Department of Labor's National
15 Skill Standards Board, chairing its Endorsement Review Panel, and have presented invited
16 testimony on multiple occasions to the U.S. Equal Employment Opportunity Commission
17 concerning fairness in employment procedures. I have also served as a court-appointed expert to
18 help carry out the provisions of consent decrees in employment discrimination class actions.

19 4. As an Industrial or I/O Psychologist, I have extensive experience using scientific
20 methods to analyze jobs, identify job requirements, and design and implement job-related
21 measurement of individuals.

22 ///

23 ///

24 ///

25 ///

26 ///

27 ///

28 ///

1 5. I have been asked by counsel for Oracle America, Inc. to consider certain issues in
2 conjunction with its motion for decertification, including reviewing the similarity of work
3 performed by individuals in Oracle's Product Development, Information Technology, and
4 Support job functions, as well as examining the assertion of Plaintiffs in this case that all
5 individuals within a job code at Oracle perform equal or substantially similar work for purposes
6 of determining appropriate compensation. Attached hereto as **Exhibit A** is a true and correct
7 copy of the report I wrote containing my findings.

8 I declare under penalty of perjury under the laws of the State of California that the
9 foregoing is true and correct.

10 Executed in Darien, Connecticut on June 9, 2021.

11
12
13 
14

15 _____
16 KATHLEEN K. LUNDQUIST
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EXHIBIT A

EXPERT REPORT OF DR. KATHLEEN K. LUNDQUIST

in

Jewett, et al. v. Oracle
(Superior Court of the State of California, County of San Mateo, Case
No.:17CIV02669)

June 9, 2021

APTMetrics
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Darien, CT 06820
(203) 655-7779

EXPERT REPORT OF DR. KATHLEEN K. LUNDQUIST
in
Jewett, et al. v. Oracle
(Superior Court of the State of California, County of San Mateo, Case
No.:17CIV02669)

I was retained by counsel for Oracle in the above-captioned case to review the similarity of work performed by individuals in Oracle's Product Development, Information Technology (IT) and Support job functions. Specifically, I was asked to examine the assertion of Plaintiffs in this case that all individuals within a job code at Oracle perform substantially equal or similar work for purposes of determining appropriate compensation. I examined job codes within these functions to determine the extent to which the work performed within those job codes varied in ways that would reasonably affect compensation decisions.

EXECUTIVE SUMMARY

At issue in this case is whether men and women are paid differently for performing the same or "substantially similar" work in jobs within the Product Development, Information Technology and Support functions at Oracle. My understanding of Plaintiffs' theory of the case is that Plaintiffs can rely on job codes at Oracle to identify which individuals are performing the same or substantially similar work. I further understand that in support of this theory, Plaintiffs' expert, Dr. Leaetta Hough, concluded that individuals within job codes at Oracle perform the same or substantially similar work for purposes of determining appropriate compensation (Hough Expert Report, 1/15/19).

The determination of whether work is "substantially similar" requires an evaluation of the skill, effort, responsibility and working conditions required of individuals performing the work. The analysis of work (aka "work analysis" or "job analysis") is governed by

professional principles and legal standards and is more than just reviewing a job description or a categorization scheme such as a job code. Dr. Hough acknowledged in her deposition that other than reviewing documents she did not conduct a work analysis of any positions at Oracle to reach her conclusions (Hough deposition, 1/30/19, pp. 129-130), nor did she personally examine the work itself. “I didn’t personally examine the work itself. I used Oracle’s descriptions and conclusions” (Hough deposition, 1/30/19, p. 200).

In contrast with Dr. Hough’s more limited review of Oracle’s global jobs table and selected company documents and deposition testimony, we gathered actual job analysis information about specific job codes and the roles within them to make a determination about substantial similarity. We had two primary research questions: 1) to what extent are roles within a job code similar in terms of skill, effort, responsibility and working conditions, and 2) if there are meaningful differences within roles in the same job code, are these differences related to salary.

The Sample. We selected for study those job codes which were most numerous within a function to provide large enough sample sizes to conduct our work analyses. As of September 2020, Oracle employed 4,712 individual contributors in the three functions at issue in this case. These incumbents populated 124 different job codes (40% of which had 5 or fewer incumbents). The [REDACTED] of the incumbents in these functions were in Product Development (nearly [REDACTED]%), with [REDACTED]% in IT and [REDACTED]% in the Support function. We restricted our analyses to 13 job codes with more than 50 eligible employees so that we

could examine whether employees within the job code were performing substantially similar or meaningfully different roles.

It is important to note that the structure of job codes is different from Oracle's organization structure. Employees with the same job code can be located throughout the company in various lines of business reporting up through different leadership chains and supporting various different products using widely differing languages and skill sets. The incumbents in these job codes were spread across 356 different organizations within Oracle across multiple lines of business.

In reviewing the information about these job codes, we observed that the range of salaries within each job code was substantial. In over half (8 of the 13) of the targeted job codes, the highest paid employee was paid [REDACTED] of the lowest paid incumbent in the same job code. It was not unusual for the highest paid employee in a job code to be paid [REDACTED] the median salary of all those in the same job code. Compensation reflects the value to the organization of the work performed in a job. It would be unlikely that an organization would pay [REDACTED] (or in some cases [REDACTED]) for the same or substantially similar work of equal value to the organization. Given that Oracle was paying employees substantially differently for work in the same job code, we designed our examination of the work performed to investigate whether work varied as a function of salary. We restricted our sample to roles where employees were paid in the top third vs. the bottom third of salaries in the job code.

A total of 379 managers provided information about 740 roles in the final sample.

The Methodology. To examine the similarities and differences in the work performed and the expectations of workers within a job code we developed a job analysis

survey to be administered to managers of current incumbents in the job codes. We developed the content for the survey based on an examination of existing information about the jobs and interviews with senior leaders. The draft survey content was further reviewed and refined by subject matter experts in content review meetings. Our focus in developing the survey content was on gathering information related to the range of skills, the level of effort, the degree of responsibility and required working conditions that might characterize these job codes.

- **Skill** items focused on education and experience, training while on the job, requirements for acquiring new technical skill or specific knowledge/information, the scarcity of specific skills in the marketplace and the types of skills and programming languages, frameworks and databases required to perform the job.
- **Effort** items focused on the complexity of work and the nature and frequency of various types of problem solving.
- **Responsibility** items focused on the end user of the work, the types of customers supported, the products or services supported, the criticality of the work to Oracle's strategic business objectives, the type of work performed frequently, and the degree of autonomy and responsibility exercised on the job.
- **Working Conditions** items focused on work schedules, work locations, on-call rotation or pager duty, and travel requirements.

Survey Results. First, we examined the responses to the individual survey items by job code. The responses varied considerably within job codes. We also found a wide range of skills, programming languages, products and customers supported in these roles. For example, Applications Developer 4 roles ranged from cloud engineering to

user interface development to back-end application development to database engineering. These roles tap different skills and responsibilities and are differentially available in the market.

Next, we examined the degree of overlap within job codes by calculating a similarity index. We used a professionally accepted standard of 75% similarity, the same standard cited by Dr. Hough in her expert report in the matter of *Ellis v. Google* (Hough Expert Rebuttal Report, November 7, 2020). Using this similarity index, if 75% or more of respondents selected the same response option to a survey question (e.g., 80% of the respondents chose option b), then the survey indicated similarity across roles within the job code with regard to that question. This information was then combined across survey questions within each category (i.e., skill, effort, responsibility and working conditions) such that when more than 75% of the survey questions were shown to be similarly endorsed by 75% or more of the responses, similarity was observed for that category of the survey.

All overlap percentages for skill, effort, responsibility and working conditions were found to be below the 75% standard for all the job codes studied. Virtually all are below 50%, well below any professionally accepted standard for “substantially similar”. The results of the work analysis show that there is substantial variation in the work performed and skills required within the job codes examined.

Moreover, we found that there were significant differences in the work performed by employees in highly paid and less well-paid roles within the same job code. Most of the significant differences occurred in the responsibility items, i.e., what people are accountable for on the job. A number of patterns emerge from this analysis, including the

finding that higher paid roles were more often requiring scarce skills (e.g., cloud technology), higher levels of education, more complex problem solving, greater external customer contact and work on projects considered mission critical or emerging products for Oracle.

Further, the survey results showed that the variables that differentiate roles (and consequently pay) vary from one job family to another (e.g., are different for Applications Developers and Programmer Analysts) and from one job code to another within a job family (e.g., Software Developer 3 vs. Software Developer 5). Using a common set of variables to explain pay differences for all job codes would systematically overstate the importance of variables such as time in job or education for some job codes and understate the importance for others.

As a result of these analyses, it is my professional opinion that not all roles within a job code are the same or substantially similar. It is my further professional opinion that in order to determine which roles are the same or substantially similar, an assessment of actual job content that goes beyond reliance on job code would be required.

BACKGROUND & INVESTIGATION

Professional Background

I am an Industrial/Organizational Psychologist currently employed as President and CEO of APTMetrics, Inc., in Darien, Connecticut. My work experience over the past 30+ years has been in the areas of Industrial Psychology and Psychometrics, focusing on the use of empirical evidence to design, validate and assess the fairness of human resource practices, such as the design of selection, performance management and compensation processes. I have been a Fellow with the Psychological Corporation, a

Summer Research Fellow with the Educational Testing Service (ETS), and a Research Associate with the National Academy of Sciences.

Throughout my professional career, I have extensively researched, designed, and conducted statistical analyses and provided consultation concerning the validation and fairness of selection, evaluation, promotion, and compensation processes. I have performed consulting work in these areas for major firms in banking, financial services, technology, retail, professional services, and telecommunications, as well as for federal, state, and local agencies and not-for-profit organizations.

I have consulted with both plaintiffs' and defendants' counsel in employment discrimination cases and have testified as an expert witness in numerous such cases and provided statistical analysis as part of that testimony. I have served as an expert for the U. S. Department of Labor, the U. S. Department of Justice, and the U. S. Equal Employment Opportunity Commission.

I have been appointed by the U. S. Department of State to serve multiple three-year terms as a member of the Examiner's Board for the Foreign Service; have served as a member of the expert panel on work analysis and assessment for the U. S. Department of Labor's National Skill Standards Board, chairing its Endorsement Review Panel, and have presented invited testimony on multiple occasions to the U. S. Equal Employment Opportunity Commission concerning fairness in employment procedures.

I have also served or am currently serving as a court-appointed expert to help carry out the provisions of consent decrees in employment discrimination class actions involving Abercrombie & Fitch, Bank of America, Coca-Cola, Dell, Farmers Insurance, the FBI, Ford, Kodak, Morgan Stanley, Qualcomm, Sodexo, Target, and the U.S. Census

Bureau. My role in these settlements has included conducting job analyses, analyzing statistical data, and reviewing or modifying where necessary the organization's human resources practices.

My qualifications are set forth in my curriculum vita, which is attached to this report as Attachment A. A list of cases in which I have testified at trial or in deposition in the last four years is also contained in Attachment A. I am currently licensed as a psychologist in the State of Connecticut.

I have been assisted in this work by Jamie Winter, Zoe Zhang, Zachary Reburn and James DeLeon, Industrial Psychologists employed by APTMetrics.

Investigation

The data and documents I reviewed prior to forming my opinions in this case are listed in Attachment B. I reviewed the expert report of Dr. Leaetta Hough, deposition testimony, and documents produced by Oracle concerning the work performed by individuals in the jobs at issue. I also gathered and analyzed job analysis data to independently assess the extent to which individuals in the same job code are performing substantially similar work. Professional and scientific literature cited in this report relevant to the analyses I conducted in forming my opinions are listed in Attachment C.

The Role of the Industrial and Organizational Psychologist

The field of Industrial and Organizational (I/O) psychology involves the application of psychological theory and scientific research methods to the study of human behavior in the workplace. As the branch of psychology that focuses on the workplace, the area of I/O psychology is targeted to address, among other things, the skills and competencies

required of workers, as well as how that information is used to hire, evaluate, manage, and compensate employee job performance.

Industrial or I/O Psychologists use scientific methods to analyze jobs, identify related job requirements, and design and implement job-related measurement of individuals; for example, in designing and validating compensation and promotion procedures. As a result, I/O psychologists are frequently called upon to study jobs and testify as to the job-relatedness of such processes according to professional standards and legal guidelines.

THE STUDY OF WORK

Determining whether work is “substantially similar” requires a systematic analysis of the work performed in a job or jobs and the requirements for performing the job(s) effectively. An analysis of work (aka “work analysis” or “job analysis”) is more than just reviewing a job description or a categorization scheme such as a job code. The *Principles for the Validation and Use of Employee Selection Procedures* (2018) authored by the Society for Industrial and Organizational Psychology (“SIOP *Principles*”) are the professional practice standards for the field of I/O psychology. The SIOP *Principles* define the analysis of work as:

Any method used to gain an understanding of the work behaviors and activities required, or the worker characteristics (e.g., knowledge, skills, abilities, and other personal characteristics), and the context or environment in which an organization and individual may operate (p. 46).

Work analysis typically involves multiple methods of gathering data, often including focus groups, interviews and surveys of incumbents or managers of the jobs in question. The data gathering is focused on the work performed (i.e., responsibilities), the worker

attributes needed (i.e., skills and effort) and the context in which work is performed (working conditions), a structure which parallels the equal pay legislation's focus on skill, effort, responsibility and working conditions.

This focus on examining the actual work performed rather than reviewing a limited set of summary documents is also consistent with the guidance of the California Pay Equity Task Force. Citing legal authority and EEOC guidance, the Task Force stated that the determination of whether work is "substantially similar" is to be based on examining the actual work performed in the job, not on a common job title, classification, job description or the characteristics of a current incumbent (<https://women.ca.gov/californiapayequity/employers-resources/step-by-step-job-evaluation-template>). Work analysis is a professionally recognized way of formally evaluating the requirements of a job or role within a job. In work analysis, the researcher gathers data on the work performed and the requirements of the individual performing the work to reach a conclusion about the content and requirements of the job.

Plaintiffs' expert, Dr. Hough, acknowledged the importance of work analysis, stating that the field of Industrial/Organizational psychology as well as professional and legal standards¹:

... describe work analysis as central to understanding the human requirements of work (e.g., skill, ability, and effort) as well as understanding the conditions of the work itself (e.g., level of responsibility, complexity and level of competence required, working conditions – the context of work) (Hough expert report, 1/15/19, p. 9).

¹ Dr. Hough specifically cites the SIOP *Principles*, the *Standards for Educational and Psychological Tests* (2014) published by the American Psychological Association et al. ("APA Standards") and the federal *Uniform Guidelines on Employee Selection Procedures* ("Uniform Guidelines;" EEOC et al., 1978).

The *Principles* specify no single method for conducting a work analysis; the design of the study should be based on the purpose for which the information will be used (e.g., for designing a hiring test vs. examining pay equity). In this case, the work analysis information will be used to examine whether work performed within job codes at Oracle is substantially similar for compensation purposes.

The professional *Principles* further specify that the work analysis should be based on accurate and thorough information and may consider organizational needs, labor markets and other factors relevant to the purpose for conducting the work analysis. In contrast with the review of Oracle's global jobs table and selected company documents and deposition testimony conducted by Dr. Hough, we gathered actual job analysis information about specific job codes and the roles within them to make a determination about substantial similarity². The results of this study are described later in this report.

FRAMEWORK FOR EVALUATING SUBSTANTIALLY SIMILAR WORK

The California Equal Pay Act states that employers are prohibited from paying women and men unequal amounts for "substantially similar" work.

[A]n employer shall not pay any of its employees at wage rates less than the rates paid to employees of the opposite sex for substantially similar work, when viewed as a composite of skill, effort, and responsibility, and performed under similar working conditions ... (Labor Code Section 1197.5).

² Dr. Hough acknowledged in her deposition that other than reviewing documents she did not conduct a work analysis of any positions at Oracle (Hough deposition, 1/30/19, pp. 129-130), nor did she personally examine the work itself. "I didn't personally examine the work itself. I used Oracle's descriptions and conclusions (Hough deposition, 1/30/19, p. 200). At her deposition, she further acknowledged the limitations of her methodology:

Q. Do you consider it to be a sound methodology, to conduct a job analysis without having either interviews, surveys, questionnaires, focus groups, about the content of a job?

A. You would want that information. You would want that – that input, typically.

Q. And do you consider it to be a sound methodology, to conduct a job analysis without having that information?

A. No. Somewhere along the line, that kind of information should have been gathered. (p. 105)

“Substantially similar work” is defined as work that is mostly similar in skill, effort, responsibility, and performed under similar working conditions. These terms are defined as follows:

- **Skill:** the experience, ability, education, and training required to perform the job;
- **Effort:** the amount of physical or mental exertion needed to perform the job;
- **Responsibility:** the degree of accountability or duties required in performing the job, and
- **Working Conditions:** the physical surroundings (e.g., temperature, fumes, and ventilation), and hazards (California Equal Pay Act: Frequently Asked Questions, https://www.dir.ca.gov/dlse/california_equal_pay_act.htm).

These factors are all reasonably related to pay. For example, work requiring rare skills or knowledge is likely to be paid at a higher rate than skills that are commonly available. Individuals who have greater levels of responsibility are typically paid more. Similarly, work requiring greater levels of effort or work which must be performed in less desirable or more adverse working conditions is likely to demand more pay. When skill, effort, responsibility and working conditions vary meaningfully, one would expect those differences to be reflected in different pay.

In response to Plaintiffs’ theory of this case, we are examining whether the work performed within a job code is substantially similar or if there are meaningful differences in the work performed within a job code in ways that would reasonably affect compensation. In fact, such a study is recommended by the professional standards which recommend that potential differences be examined in a work analysis:

If there is reason to question whether people with similar job titles are in fact doing similar work or if there is a problem of grouping jobs with similar complexity, attributes, behaviors, activities, or worker KSAOs [knowledges, skills, abilities, or other characteristics] or competencies, then the inclusion of incumbents or other subject matter experts (SMEs)

from each of the job titles or families will generally be necessary. ***Even when incumbents are in positions with similar job titles or work families, studying multiple incumbents may be necessary to understand differences in work complexity, work context, work environment, job behaviors, or worker KSAOs or competencies as a function of shift, location, variations in how work is performed, and other factors that may create differences in similar job titles or work families*** (SIOP Principles, 2018, p. 8, ***emphasis*** added).

Individuals with the same job code at Oracle occupy roles³ in many different organizations and lines of business. To the extent that the different roles reflect different skill, effort, responsibility and working conditions, a conclusion that the roles are not substantially similar would be warranted.

JOB CODES AT ORACLE

Job codes at Oracle sort employees into broad groups which categorize them into a function, a specialty area within function, a job family within specialty and a career level within job family. An employee's function, job family and career level are combined to form his/her job code.

Exhibit 1. Structure of Oracle Job Codes

- FUNCTION
 - JOB FAMILY
 - CAREER LEVEL

Functions are broad descriptions of the type of work performed (e.g., Finance, Facilities, Product Development) regardless of the reporting structure (at Oracle known as a "line of business"⁴) in which such work is performed (2019.06.07 [Oracle] MSJ-

³ The professional literature focuses on studying roles rather than jobs in high tech, rapidly changing organizational environments (Morgeson & Dierdorff, 2011; Singh, 2008).

⁴ Lines of business organize the management of products and services for a "distinct part of Oracle's business or operations" and are defined by a reporting relationship to a particular leader (e.g., Steve

Compendium of Evidence Vol 5-Decl Waggoner, pp. 3-7; 2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, Exhibit D, Oracle_Jewett_00000649-658, Oracle_Jewett_00000653-654). Employees within the same function (e.g., Product Development) are spread across many different lines of business (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, p. 5). This case involves employees in individual contributor⁵ roles in three of Oracle's 15 functions within the state of California: Product Development, Information Technology (IT) and Support.

Each function contains specialty areas and job families which provide a high-level description of the work performed within the function (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, pp. 3-7; 2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, Exhibit D, Oracle_Jewett_00000649-658, Oracle_Jewett_00000653-654). For example, the Product Development function has six specialties and 12 job families. The number of employees in a job family varies considerably across and within functions. For example, just two job families (i.e., the of Software Developer and Application Developer job families) account for more than █% Product Development incumbents.

Career levels are intended to describe increasing levels of proficiency within a job family. Career levels range from trainee or entry-level professional (IC-0 or IC-1) to senior

Miranda) who in turn reports to one of Oracle's CEOs or its CTO. Budget allocations for salary and bonuses are made by line of business rather than function and can result in compensation differences for an individual based on the strategic importance of the work being performed in a given unit or team within the line of business (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, p. 3).

⁵ Individual contributors are employees with limited or no management responsibility. In some cases, they may operate as a team leader or manage one employee. In contrast, management positions are defined as having "direct responsibility for the practice or process of managing two or more employees (with hire/fire authority)." (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, p. 8).

professional (IC-4) to internal/external expert (IC-6) (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, Oracle_Jewett_00000657-00000662).

These categorizations are combined into a job code such that the Software Developer 4 job code is in the Product Development function, in the Software Development family and at a career level of 4 (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, Exhibit D, Oracle_Jewett_00000649-662).

It is important to note that the structure of job codes is different from Oracle's organization structure. Employees with the same job code can be located throughout the company in various lines of business reporting up through different leadership chains and supporting various different products using widely differing languages and skill sets (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, p. 6).

The Oracle organization structure is complex and consists of many different small units focused on different products and/or industries and/or legacy acquired companies. The range of products supported by the employees in the Product Development, IT and Support functions include those which have been used by customers for many years and those which tap new technology and an evolving set of product features. The former requires responses to routine and predictable customer inquiries, while the latter requires constantly learning new and evolving features and responding to unique customer inquiries and requests (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner, pp. 2-6; (2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Miranda, pp. 1-4).

Given the cutting edge of different products under development by Oracle, certain roles within a job code which develop and support these emerging technology products

may require technical skills which are newer in the field and thus in more limited supply in the market than the skills needed to maintain existing or receding technologies. For example, emerging technologies in the areas of cloud computing, artificial intelligence, cybersecurity, autonomous databasing and advanced analytics are newer to the marketplace and thus command higher pay. To compete for the limited talent available to execute these strategically important and highly specific roles, the company will likely need to pay differently for such skills. One of the features of an effective compensation program is “[p]ay that is competitive in relation to the company’s competitors (relevant labor market) such that pay is sufficient to attract and retain employees” (Hough expert report, 1/15/19, p. 12, citing the work of Barber and Bretz (2000)).

STUDY METHODOLOGY

Selection of Job Codes

As of September 2020⁶, Oracle employed 4,712 individual contributors in California in the three functions at issue in this case. These incumbents populated 124 different job codes (■% of which had 5 or fewer incumbents). Approximately ■% of the incumbents in these functions were in Product Development, with ■% in IT and ■% in the Support function.

Attachment D displays the number of employees in each job code for each of the three functions, sorted by number of incumbents within the job code.

We selected for study those job codes which were most numerous within a function to provide large enough sample sizes to conduct our work analyses. We restricted our

⁶ Using the “Emp_Personal_Experience_Qualification_Assign_Details” file from September 1, 2020 provided by Oracle, we identified employees in this data file who, at this snapshot in time, worked in the three job functions at issue, were active employees in non-managerial jobs, and were working in California. A total of 4,712 individuals in the file met these criteria.

analyses to job codes with more than ■ eligible employees so that we could examine whether employees within the job code were performing substantially similar or meaningfully different roles. Where possible, we selected job families with multiple career levels meeting our size criteria by job code. Exhibit 2 below lists the 13 job codes selected for study along with the number of incumbents in those job codes as of September 2020.

Exhibit 2. Current Incumbents in Selected Job Codes as of 9/1/20

Function	Job Family and Career Level	N of Employees
Product Development	Software Developer 2	
	Software Developer 3	
	Software Developer 4	
	Software Developer 5	
	Applications Developer 3	
	Applications Developer 4	
	Applications Developer 5	
	Product Manager/Strategy 4	
	Product Manager/Strategy 5	
IT	Programmer Analyst 4	
	Programmer Analyst 5	
Support	Technical Analyst 4	
	Technical Analyst 5	
	Grand Total	

The [REDACTED] incumbents in these job codes were spread across 356 different organizations within Oracle across multiple lines of business.

In reviewing the information about these job codes, we observed that the range of salaries within each job code was substantial. In over half (8 of the 13) the selected job codes, the highest paid employee was paid [REDACTED] of the lowest paid incumbent in the same job code. It was not unusual for the highest paid employee in a job code to be paid [REDACTED]% more than the median salary of all those in the same job code. These data are shown below in Exhibit 3. This pattern became more evident in the higher career level job codes (e.g., Software Developer 4 and 5 and Applications Developer 5) which are also the most populous job codes. For example, within the same job code of Software

Developer 4, Oracle pays \$ [REDACTED] more for the highest paid employee in the job code than for the lowest paid employee (i.e., the salary of the highest paid employee was \$ [REDACTED] vs. that of the lowest paid employee which was just under \$ [REDACTED]).

Compensation reflects the value to the organization of the work performed in a job. It would be unlikely that an organization would pay [REDACTED] % more (or in some cases [REDACTED]) for the same or substantially similar work of equal value to the organization. Given that Oracle was paying employees substantially differently for work in the same job code, we designed our examinations to investigate similarities and differences in work performed within job code, as well as ways those differences could reasonably affect salary.

Exhibit 3. Salary Descriptive for Selected Job Codes as of 9/1/20

Function	Job Family and Career Level	N	Min	Max	Mean	Median
Product Development	Software Developer 2	[REDACTED]	[REDACTED]			
	Software Developer 3					
	Software Developer 4					
	Software Developer 5					
	Applications Developer 3	[REDACTED]	[REDACTED]			
	Applications Developer 4					
	Applications Developer 5					
	Product Manager/Strategy 4	[REDACTED]	[REDACTED]			
	Product Manager/Strategy 5					
IT	Programmer Analyst 4	[REDACTED]	[REDACTED]			
	Programmer Analyst 5					
Support	Technical Analyst 4	[REDACTED]	[REDACTED]			
	Technical Analyst 5					
	Grand Total	[REDACTED]				

Survey Development

To examine the similarities and differences in the work performed and the expectations of workers performing different roles within a job code we developed a job analysis survey to be administered to managers of current incumbents in the selected job codes. We developed the content for the survey based on an examination of existing information about the jobs and interviews with senior leaders. The draft survey content was further reviewed and refined by subject matter experts in content review meetings. Our focus in developing the survey content was on gathering information related to the range of skills, the level of effort, the degree of responsibility and required working conditions that might characterize these job codes.

- ***Review of Existing Job Information.*** To develop job analysis content for each job family, APT reviewed existing job-related information, including:
 - Job descriptions;
 - Job postings;
 - Data concerning organizational structure and reporting relationships;
 - Testimony concerning Oracle's jobs, and
 - Information about the products and services provided by Oracle to its customers.

This existing information served as the foundation for our understanding of the various organizations within Oracle and the potential differences in the nature of the work performed.

- ***Senior Leader Interviews.*** We interviewed 24 senior executives at Oracle to better understand the complex organizational structure, lines of business, and the

variety of work performed in the selected job codes. Our goal with these interviews was to better understand the range of work performed within the leader's organization, factors that might lead to different pay considerations and identification of additional subject matter experts to refine our understanding of the characteristics that describe roles within the job codes. Exhibit 4 contains the list of senior leaders interviewed.

Exhibit 4. List of Participants in the Job Analysis Interviews

Name	Job Title
1. Matt Abrams	Group VP, Engineering
2. Neil Alsup	VP, Support
3. T.K. Anand	SVP, Analytics
4. Balaji Bashyam	SVP, Customer Support Cloud Services
5. Glenn Beeswanger	SVP, Engineering, SaaS
6. Reza B'far	VP, Development
7. Wim Andre Coekaerts	SVP, Development
8. Medi Goker	VP, Global Support
9. Michael Hichwa	SVP, Software Development
10. Ragav Keshav	Group VP, Fusion Applications
11. Marc Lamarche	VP, HCM Cloud Service Excellence
12. Chris Leone	SVP, Applications Development
13. Juan Loaiza	EVP, Systems Technology
14. Stephanie McEwan	VP, Engineering
15. Andy Mendelsohn	EVP, Database Server Technology
16. Gary Miller	SVP & GM, Oracle Advance Customer Services
17. Steve Miranda	EVP, Applications Development
18. Rondy Ng	SVP, Applications Development
19. Rob Tarkoff	EVP, Cx Products & Data Cloud
20. Chris Tsoufakis	VP, Engineering
21. Lauren Verno	VP, Database Global Support
22. Edward (Ted) Wallace	SVP, OCI Operations & Support
23. Gary Wiessinger	VP, Product Development: Netsuite
24. Susan Zwinger	VP, Infrastructure as a Service and Systems Support

- **Development of Draft Survey Content.** Based on our review of the existing job information and senior leader interviews, the APT team drafted survey items in the areas of skill, effort, responsibility and working conditions.
 - **Skill** items focused on education and experience, training while on the job, requirements for acquiring new technical skill or specific

knowledge/information, the scarcity of specific skills in the marketplace and the types of skills and programming languages, frameworks and databases required to perform the job.

- **Effort** items focused on the complexity of work and the nature and frequency of various types of problem solving.
- **Responsibility** items focused on the end user of the work, the types of customers supported, the products or services supported, the criticality of the work to Oracle's strategic business objectives, the type of work performed frequently, and the degree of autonomy and responsibility exercised on the job.
- **Working Conditions** items focused on work schedules, work locations, on-call rotation or pager duty, and travel requirements.

In some cases, items varied by job family. For example, the survey provided Applications Developer roles with different options to categorize their primary work responsibility than Technical Analysts or Programmer Analysts.

- ***Content Review of Draft Survey Content.*** Based on information obtained in senior leader interviews, APT identified a total of 19 senior-level subject matter experts (SMEs) knowledgeable about the work performed in specific job families to review and refine the survey content. The purpose of the reviews was two-fold: 1) to confirm that the draft survey items covered an appropriate range of work being performed by job code within that SME's organization, and 2) to provide additional context to the survey, as needed. Exhibit 5 contains the list of content

reviewer SMEs and the job codes they reviewed. The content review focus group materials which were presented to the SMEs is shown in Attachment E.

- **Final Job Analysis Survey.** Input from the content review sessions was integrated by the APT team into the final job analysis survey and prepared for administration to managers of incumbents in the selected job codes. A complete copy of the final survey is contained in Attachment F.

Exhibit 5. List of Participants in the Job Analysis Survey Content Review Interviews

Oracle Participant Name	Job Title	Job Codes Reviewed
1. Ted Wallace	SVP, OCI Operations & Support	Programmer Analyst 4-5
2. Raghav M Keshav	Group VP, Fusion Applications	Programmer Analyst 4-5
3. Mark Clifford Webster	SVP and GM, Construction & Engineering	Applications Developer 3-5 / Product Management 4-5
4. Vithal Shirodkar	SVP, Development	Software Developer 2-5
5. Rich Long	VP, Development	Software Developer 2-5
6. Samar Lotia	Group VP, Analytics	Software Developer 2-5
7. Reza B'far	VP, Development	Applications Developer 3-5 / Product Management 4-5
8. Cetin Ozbutun	VP, Big Data & Data Warehousing	Software Developer 2-5
9. Dirk Reinshagen	Group VP, Analytics	Software Developer 2-5
10. Rondy Ng	SVP, Applications Development	Applications Developer 3-5 / Product Management 4-5
11. Rob Tarkoff	EVP, Cx Products & Data Cloud	Applications Developer 3-5 / Product Management 4-5
12. Greg Pavlik	SVP and CTO, Oracle Cloud Platform	Software Developer 2-5
13. Balaji Bashyam	SVP, Customer Support Cloud Services	Technical Analyst 4-5
14. Maz Songerwala	SVP, Applications Services Excellence	Technical Analyst 4-5
15. Glenn Beeswanger	SVP, Engineering, SaaS	Programmer Analyst 4-5
16. Lauren Verno	VP, Database Global Support	Technical Analyst 4-5
17. Tirthhankar Lahiri	SVP, Data and In-Memory Technologies	Software Developer 2-5
18. Craig Stephen	SVP, R&D-Oracle Labs	Software Developer 2-5
19. Michael Hichwa	SVP, Software Development	Software Developer 2-5

SURVEY ADMINISTRATION AND ANALYSIS

Sampling

To better understand similarities and differences in work within a job code, as well as whether differences could reasonably affect salary, we focused our study on the work performed by high paid vs. low paid employees in the job code. Using the most recent annual salary information included in the September 2020 dataset for each employee, we calculated three salary bands (1-Low, 2-Medium, 3-High) for each of the selected job codes. Each salary band contained approximately the same number of employees⁷. We selected for study only roles from the top and bottom salary bands.

Exhibit 6 contains the range of salaries for the low (band 1) and high (band 3) salary bands for each job code we studied.

⁷ The sample sizes were not exactly equal since multiple people often had the same salary.

Exhibit 6. Salary Bands for Sample Job Codes

Job Family and Career Level	Band 1			Band 3			Total Job Code		
	N	%	Salary Range	N	%	Salary Range	N	%	Salary Range
Software Developer 2									
Software Developer 3									
Software Developer 4									
Software Developer 5									
Applications Developer 3									
Applications Developer 4									
Applications Developer 5									
Product Manager/Strategy 4									
Product Manager/Strategy 5									
Programmer Analyst 4									
Programmer Analyst 5									
Technical Analyst 4									
Technical Analyst 5									
Grand Total									

Next, we identified the subject matter experts (i.e., survey respondents) who would provide data about the work performed in the job codes reporting to them. We primarily selected second-level managers (i.e., the manager's manager) of the selected job codes within each organization so that we could get a perspective on multiple roles within an organization from the same manager. Many of the survey participants managed employees across job codes within their organization.

Some of the incumbents in these job codes (approximately █%) reported to very senior leaders at Oracle (i.e., typically Senior Vice President and above as their second-level manager). To ensure the subject matter experts had day-to-day familiarity with the requirements of the role, we sampled the first-level manager when the second-level manager was within three reporting levels of Oracle's Board of Directors.

For each potential survey respondent, we identified all eligible employees in Salary Bands 1 and 3 in the selected job codes reporting to that manager. If a manager managed multiple job codes, we included all the relevant job codes for him or her to describe, excluding Software Developer levels 4 and 5. This allowed us to ensure we had sufficient managers to provide information for the █ job codes. For Software Developer levels 4 and 5 (█ job codes) we had █ managers from which to sample so we focused their responses just on roles within Software Developer 4 and 5 reporting to them. For example, if a manager managed both Software Developer 3 and Software Developer 4, the manager was only asked to describe Software Developer 3 roles. Managers who managed Software Developer levels 4 or 5 were asked to describe multiple roles within these job codes, respectively. Managers were asked to describe the work performed in employee roles with which they were

familiar from the list of those in their reporting chain. Managers were limited to describing up to 5 roles from the list of those reporting to them to reduce the survey length (and survey fatigue).

These criteria resulted in a maximum total of 761 managers to be sampled covering 1,718 roles within the 13 selected job codes.

Survey Administration

Managers selected to complete the survey were invited to participate in one of 68 one-hour Zoom conferences facilitated by the APT team that took place between January 6, 2021 and February 18, 2021. Following an introduction describing the purpose of the session, APT delivered an individually-customized survey link to each participant and asked them to complete the survey during the scheduled Zoom conference to ensure any questions which arose could be addressed immediately. The survey asked each manager to respond to items about the work requirements of specific roles that reported to him or her. To identify the individual roles, managers were provided with the names of some current employees (as of 9/1/2020) in these roles. In addition to the employee's name, the manager was provided with the employee's job code, discretionary job title and organization. The survey instructed the manager to identify and describe all the roles (up to 5) with which he or she was familiar and had managed within the past 12 months. The instructions repeatedly reinforced that the survey participant was to describe the requirements of the role performed, not the current incumbent in the role.

Participants were able to review instructions, view the survey items and request help throughout the survey, as needed. A copy of the focus group instructions for the Job Analysis Survey is contained in Attachment G.

SURVEY RESULTS

Survey Data Cleaning

Prior to analyzing the survey data, APT examined the responses to determine if any survey cases should be excluded. Survey cases were excluded if any of the following criteria were met:

- The manager did not complete the survey;
- The manager was not sufficiently familiar with any of the roles presented and did not select any roles to describe;
- The role described was held by a part-time employee, or
- The manager misidentified the job family for the role they were describing. This validation check was included in the survey to ensure that managers were properly knowledgeable about the roles they were describing and to ensure that job family-specific survey questions were administered to the correct managers.

In total, we were unable to use data provided for 122 individual roles from the survey because of these data cleaning criteria.

Survey Final Sample

Exhibit 7 below displays information about the final survey sample for analysis. A total of 379 managers described 740 different roles across the 13 selected job codes. Most of the managers (209 of 379 or 55%) described only one role, while 18% described two roles, 11% described three roles, 9% described four roles and 7% described five roles. Exhibit 6 shows the number of roles described for each job code in the final survey

sample. For most of the job codes, our final sample exceeded the target minimum⁸ and contained reasonable sample sizes for both the low and the high salary bands (Band 1 and Band 3 respectively). However, the final sample did not meet the target minimum required sample sizes for five of the job codes, specifically Software Developer 2, Applications Developer 3, Product Manager/Strategy 4, Programmer Analyst 5, and Technical Support Analyst 5. We have retained the data for these job codes as descriptive information in Attachments H through L to this report but advise that the small sample job codes data should be interpreted with caution. We did not interpret statistical significance for the low sample job codes. However, the results for these low sample job codes show the same general patterns as for the other job codes, i.e., substantial variability in the work performed within a job code.

⁸ The target minimum sample size was defined as the 90% confidence limit, i.e., that sample size that is within the 10% margin of error (Howell, 2001).

Exhibit 7. Comparison of Final Survey Sample with Population in Selected Job Codes

Job Code	Population	Band 1 and 3	Gross Sample Requested	Target Min N	Final Valid Sample			Needed from Target Min N
					Band 1	Band 3	Combined	
Software Developer 2								
Software Developer 3								
Software Developer 4								
Software Developer 5								
Applications Developer 3								
Applications Developer 4								
Applications Developer 5								
Product Manager/Strategy 4-ProdDev								
Product Manager/Strategy 5-ProdDev								
Programmer Analyst 4-IT								
Programmer Analyst 5-IT								
Technical Analyst 4-Support								
Technical Analyst 5-Support								
Total								

Note: Yellow highlighting indicates sample size below minimum N size for statistical interpretation.

Analysis of Survey Data

We began our analysis of the selected job codes by examining the distribution of responses to each of the survey questions across all roles. Attachments H through L show the detailed survey responses for each job family. As noted earlier, we report all the survey results, even those for the small samples, in these attachments. These tables show great variability in responses to the survey questions within job codes. For example, Exhibit 8 below shows the responses obtained for Software Developer 3 roles to one of the questions in the responsibility section of the survey.

Exhibit 8. Responses to Responsibility Question 3 for Software Developer 3

Roles	
3. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?	N
	%
a. Yes - Internal Oracle customers	
b. Yes - External Oracle customers	
c. No	

Determine if greater than 75% of managers selected any response options.

In this example, of the 85 different roles in the Software Developer 3 job code, none of the 3 response options was endorsed by greater than 51% of the managers. Using the 75% standard, one would conclude the 85 different roles in the Software Developer 3 job code were NOT substantially similar on this survey item. Similar information for each survey question for each job code is presented in Attachments H through L.

At several points in her deposition, Dr. Hough stated that there is no additional training required by Oracle employees who move from one product to another (Hough

Deposition, 1/30/19, pp. 133, 187-190, 239-240) and stated that “[i]f no additional training is needed to go from one product to another, that’s a very persuasive statement that they’re substantially similar” (p. 190). In our survey, managers were asked, “About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision” (Skills: Question 9). For Software Developers 3, 4 and 5 (the [REDACTED] of the job codes in our study), [REDACTED]% of the roles in each job code required no ramp-up time; in contrast, [REDACTED]% of Software Developer 3 roles, [REDACTED]% of Software Developer 4 roles, and [REDACTED]% of Software Developer 5 roles were described by the managers as requiring 3 months to a year for ramp-up to full proficiency. For Applications Developers 4 and 5, [REDACTED]% of the roles in each job code required no ramp-up time; in contrast, [REDACTED]% of Applications Developers 4 roles and [REDACTED]% of Applications Developer 5 roles were described by the managers as requiring 3 months to a year for ramp-up. Most of the new skills and abilities were described as acquired not by formal Oracle training but by “on the job” experience, coaching and mentoring and self-teaching.

The detailed tables also contain lists of the wide range of skills, programming languages, products and customers supported in these roles. For example, Applications Developer 4 roles ranged from cloud engineering to user interface development to back-end application development to database engineering to quality assurance testing (see Attachment H, questions 17-19 in Section 3: Responsibility). These roles tap different skills and responsibilities and are differentially available in the market.

Next, we examined similarity based on the extent to which the responses varied using overlap analysis. Overlap analysis indicates the percent of survey items which meet

a pre-defined standard of agreement. For each survey item, the percent of respondents choosing the most frequent response option is calculated (e.g., 80% of the respondents chose option b). These percentages of agreement are then accumulated across several survey items. Overlap is the percent of the survey items which meet or exceed a standard. Although there is not a bright-line test for overlap in job content, we utilized a frequently cited standard for overlap analyses, the similarity index of 75% (Gibson & Caplinger, 2007, p. 70). In fact, this is the same standard cited by Dr. Hough in her expert report in the matter of *Ellis v. Google* (Hough Expert Rebuttal Report, November 7, 2020). Dr. Hough stated in her report:

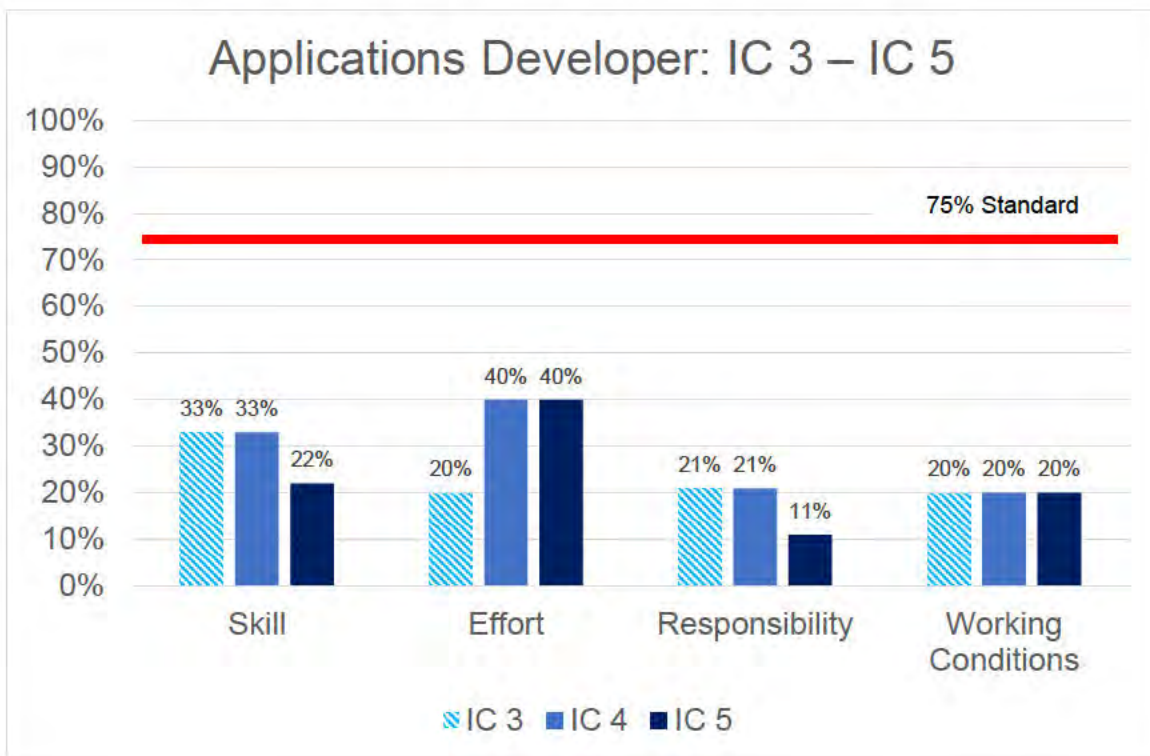
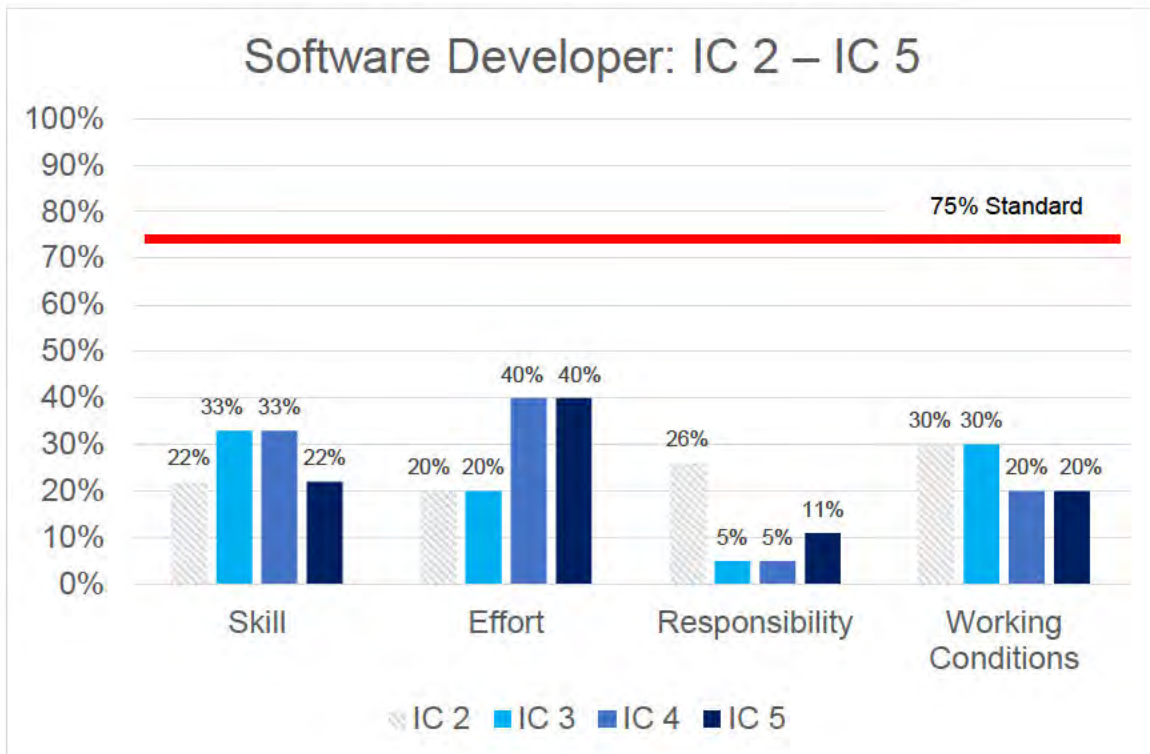
The question answered by the similarity indexes Gibson and Caplinger (2007) describe is: How similar are the jobs? This was exactly the question I asked: How similar are jobs in one SWE [Software Engineer] domain in a job code to jobs in another SWE domain in the same job code. The similarity index I used is designed to answer that question – How similar are the jobs in question? I chose that particular similarity index because it is often used in the field of I-O Psychology and has a suggested and accepted threshold of .75 for determining whether the jobs in question are “substantially similar” (p. 34).

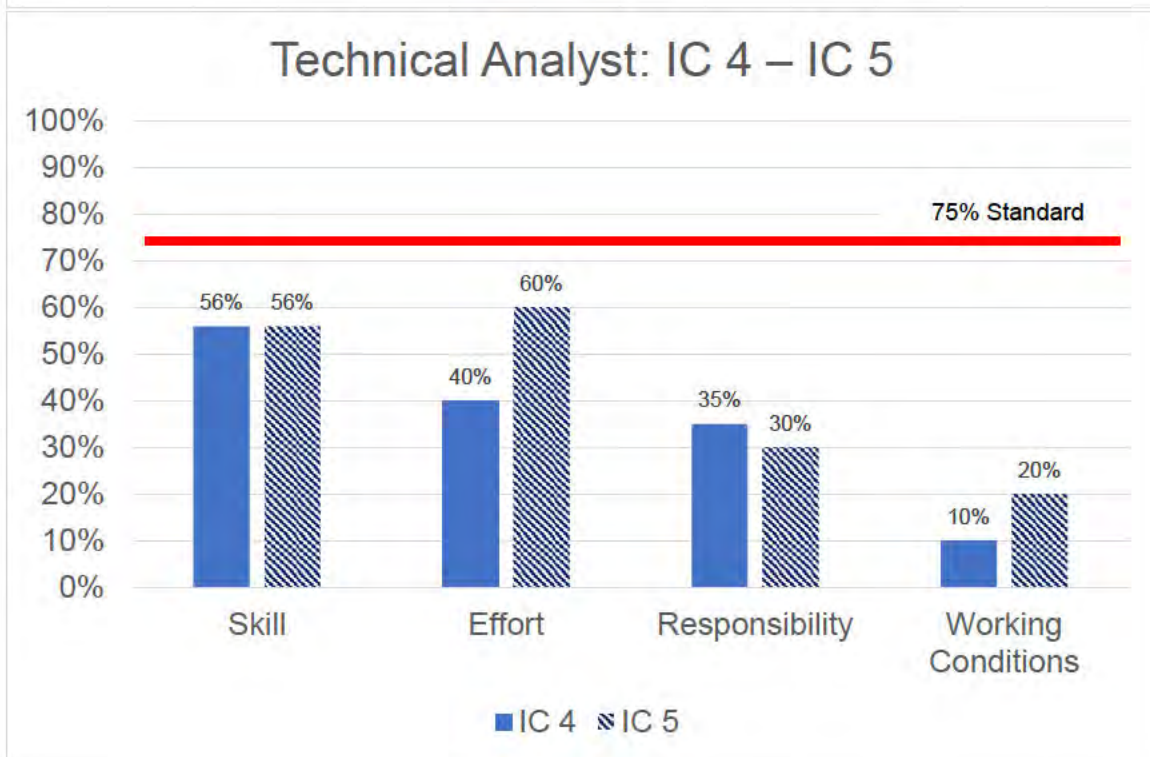
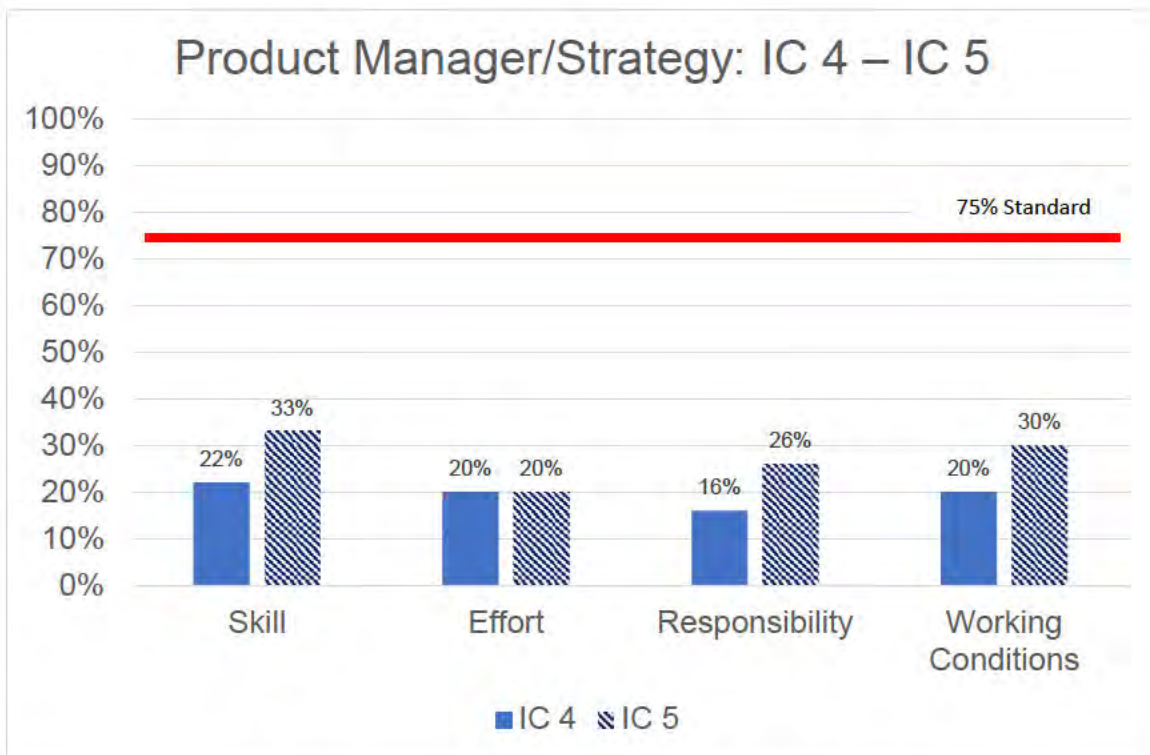
Using the Gibson and Caplinger standard, we determined that if 75% or more of respondents selected the same response option to a survey question, then the survey indicated similarity across roles within the job code with regard to that question. This information was then combined across survey questions within each category (i.e., skill, effort, responsibility and working conditions) such that when more than 75% of the survey questions were shown to be similarly endorsed by 75% or more of the responses then similarity was observed for that category of the survey.

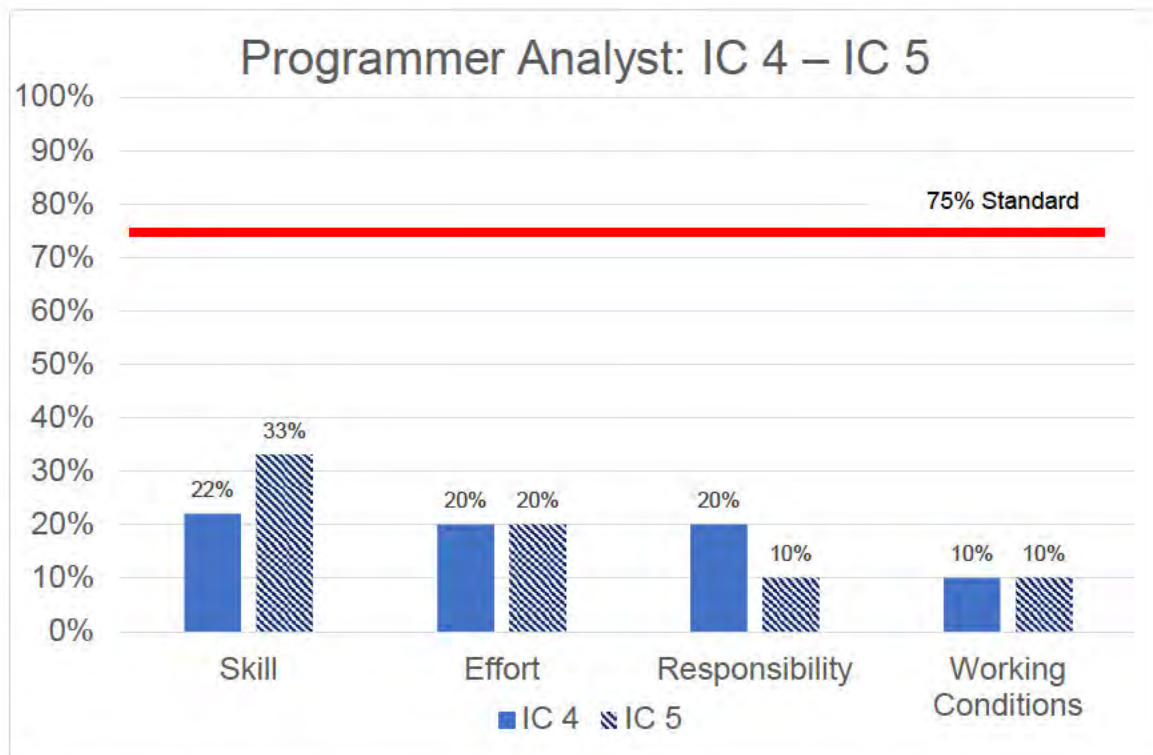
Some survey questions are responses to lists of skills required and/or are explanations of detail from previous items and are therefore not amenable to overlap analyses. Attachment M shows the items which were compared in the overlap analyses.

For some items, as indicated in the attachment, we combined response alternatives to be more conservative about overlap. So, for example, we combined the responses “often” and “always” concerning the frequency of various responsibilities and working conditions assuming that both reflected a responsibility that was a frequent part of a role for the job code. In other words, our combination of response options made finding overlap more likely.

Exhibit 9 shows the findings for the overlap or similarity analysis by job code. All overlap percentages in Exhibit 9 are below the 75% threshold. Virtually all are below 50%, well below any professionally accepted standard for “substantially similar”. For the skill items, the overlap percentages ranged from a low of 22% to a high of 56%. Excluding the Technical Analysts 4 and 5, the overlaps were between 22% and 33%, well below the overlap threshold. For effort items, the overlap percentages ranged from 20% to 40% for all job codes except the low sample-sized Technical Analyst 5. For responsibility items, the overlap percentages ranged from a low 5% to a high of 35%. For working conditions, overlap percentages ranged from 10% to 30%.

Exhibit 9. Summary of Overlap Analyses





Notes.

1. The gap between each bar and the standard line at 75% indicates differences among roles in the same job code.
2. The bars for job codes that did not have the targeted minimum sample size were shaded with a pattern vs. a solid color (i.e., Software Developer IC 2, Applications Developer IC 3, Product Manager/Strategy IC 5, Technical Analyst IC 5, and Programmer Analyst IC 5).

These findings show that the various roles within a single job code are not all substantially similar and they involve different skills, effort and responsibility and are performed under different working conditions. As a composite of skill, effort, responsibility and working conditions, job code does not provide substantially similar job groups and therefore it would be inappropriate to combine all roles within a job code for a companywide statistical analysis of pay differences.

Next, we examined the nature of the differences and whether those differences would reasonably affect salary. We conducted these analyses to identify the types of

differences between roles that drive pay⁹. Specifically, we examined whether there were statistically significant differences¹⁰ between the high and low salary bands on individual survey items.

Exhibit 10 below shows the differences in responses for high and low salary band roles for the same question from the responsibility section previously shown in Exhibit 8. Roles in the low salary band are [REDACTED] enabling internal and external customers' processes, while high salary band roles were [REDACTED] involved with supporting external Oracle customers. This difference was statistically significant as noted by the highlighted χ^2 value of 6.69.

Exhibit 10. Responses to Responsibility Question 3 for Software Developer 3 Roles by Salary Band

3. Is the role <u>primarily</u> responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?	Low Salary Band			High Salary Band					χ^2	
	N	%	Res	N	%	Res	N	%		
a. Yes - Internal Oracle customers										
b. Yes - External Oracle customers										
c. No										

Exhibit 11 contains a description of the survey items where statistically significant differences occurred between high paid and low paid roles in skill, effort, responsibility

⁹ Dr. Hough, Plaintiffs' expert in this case, has acknowledged in a previous case that differences should be examined and that she had indeed examined differences that were close to the 75% standard (Hough Expert Rebuttal Report, *Ellis et al. v. Google*, November 7, 2020, p. 33). In this case, our differences were well below the 75% similarity standard. However, we also examined the nature of the differences within the job codes.

¹⁰ Statistical significance was measured using a chi-squared statistic (χ^2) which assesses the likelihood that a difference observed is so large that it is unlikely to have occurred by chance alone in a neutral process. The χ^2 statistics for survey items are shown in Attachments H through L for each item. Where response options are combined, both the original and the combined χ^2 is shown. Statistically significant results at the 2 or more standard deviation level are highlighted in green in the attachments.

and working conditions items. More statistically significant differences were seen in the job codes that had a larger sample size. The lack of significant differences in job codes with smaller sample sizes was likely due to a lack of power to detect differences when the sample sizes were small.

A number of patterns emerge from this analysis, including the finding that higher paid roles were more often requiring scarce skills (e.g., [REDACTED]), higher levels of education, more complex problem solving, greater external customer contact and work on projects considered mission critical for external customers and work on new or emerging products for Oracle.

We also explored the most common programming/scripting languages, and the technology and products used in day-to-day work for both the Software Developer and Applications Developer job codes. The survey identified several examples of skills used day-to-day at a proficient or higher level only for the high salary band within a job code. Further, these skills were also identified as being difficult to find in candidates in the marketplace. [REDACTED] were identified as being used in day-to-day work only for jobs in the high-salary bands for Software Developer 4 and Software Developer 5. Both of these skills were rated as very difficult to find in the marketplace ([REDACTED] was rated as the most difficult to find skill for the Software Developer 4 and 5 job codes; [REDACTED] was rated as the fourth most difficult skill to find for the Software Developer 4 and 5 job codes). It would be a logical conclusion that Oracle would pay more for difficult to find skills, which would explain why there are several unique, difficult to find skills associated with roles in the high salary bands.

Similarly, specialized technical skills varied for the high salary vs. low salary band among Applications Developer 4 and 5 roles. Highly paid Applications Developers were more likely to require knowledge of [REDACTED] and [REDACTED] [REDACTED] than were lower paid Applications Developers. Products also varied for these groups, with lower paid Applications Developers more likely to be working on less cutting-edge products such as [REDACTED] while higher paid Applications Developers were more likely to be working on [REDACTED]

The job analysis data presented in this report provides substantial evidence indicating there are different skills required for different roles within the same job codes. However, it is important to note that the variables that differentiate roles (and consequently pay) vary both from one job family to another (e.g., are different for Applications Developers and Programmer Analysts) and from one job code to another within a job family (e.g., Software Developer 3 vs. Software Developer 5).

- One example of pattern differences between job codes and job families relates to the type of product or service supported. For example, the [REDACTED] of Programmer Analyst 4 roles ([REDACTED]%) were tasked with supporting an existing Oracle product or service [REDACTED]. A different pattern emerged for Applications Developer 4 roles. While the [REDACTED] Applications Developer 4 roles ([REDACTED]%) supported an existing Oracle product or service, [REDACTED] Applications Developer 4 roles [REDACTED] worked on new products or new functionality for an existing product or service. Using new product assignment as an explanatory variable for pay differences among

Programmer Analyst 4 roles would be meaningless, but would be a very important variable in understanding pay differences among Applications Developer 4 roles.

- As noted earlier, managers also identified differences across job codes within a job family. For example, both Software Developer 3 and Software Developer 5 roles required [REDACTED] ramp up time for internal transfers to become proficient in a new role within the same job code, but [REDACTED] ramp up times were associated with [REDACTED] pay for Software Developer 5 roles than for Software Developer 3 roles. Again, the time to become proficient in the role (a surrogate for the difficulty of the role) affected pay differently at the two different job code levels. Using time in job code as a control variable would [REDACTED] the impact for Software Developer 3 roles and [REDACTED] the impact for Software Developer 5 roles.
- Yet another example is the level of education expected for the roles within a job code. For example, managers described the Bachelor's degree as the expected level of education for all job families and levels we surveyed except for Software Developers where a Master's degree or a Ph.D. was expected for some higher paid roles. With such differences across job families and job codes, using education as a control variable to explain differences in pay would not accurately reflect job requirements for most of the job families studied and would greatly underestimate the value of education for determining the pay of certain Software Developers.

These examples illustrate that different variables would have to be considered in understanding legitimate pay differences within a job code both within a given job family and across job families. Using a common set of variables to explain pay differences for all job codes would systematically overstate the importance of variables such as time in job or education for some job codes and understate the importance for others.

An assessment of actual job content that goes beyond reliance on job code would be required to group the same or substantially similar roles within a job code.

Exhibit 11. Interpretation of Significant Survey Item Differences Driving Pay by Job Code

Roles populated by highly paid employees in this job code were more likely to:	Skill	Effort	Responsibility	Working Conditions
Software Developer 3				
Software Developer 4				

Roles populated by highly paid employees in this job code were more likely to:	Skill	Effort	Responsibility	Working Conditions
Software Developer 5				
Applications Developer 4				

Roles populated by highly paid employees in this job code were more likely to:	Skill	Effort	Responsibility	Working Conditions
Applications Developer 5				
Product Manager/Strategy 5				


Roles populated by highly paid employees in this job code were more likely to:	Skill	Effort	Responsibility	Working Conditions
Programmer Analyst 4				
Technical Analyst 4 - Support				

CONCLUSION

The results of the work analysis show that there is substantial variation in the work performed and skills required within the job codes examined. Several meaningful differences in the work were related to differences in pay.

Therefore, it is my professional opinion that as a composite of skill, effort, responsibility and working conditions, the roles within the job codes are not substantially similar. It is further my professional opinion that that in order to determine which roles are the same or substantially similar, an assessment of actual job content that goes beyond reliance on job code would be required.

I make this declaration under penalty of perjury, this 9th day of June, 2021.



Kathleen K. Lundquist, Ph.D.

Attachment A

KATHLEEN KAPPY LUNDQUIST

APTMetrics, Inc.
One Thorndal Circle
Darien, CT 06820
Business: (203) 655-7779

EDUCATION

Ph.D.	Psychometrics	Fordham University	1979
M.A.	Psychometrics	Fordham University	1976
B.A. summa cum laude	Psychology	College of Mt. St. Vincent	1974

PROFESSIONAL EXPERIENCE

1995 to Present **APTMetrics, Inc.**

President and CEO. Founded and manages the firm, which provides consulting services in the design and validation of employee selection procedures, performance management, downsizing and executive assessment for Fortune 100 clients in the aerospace, banking, pharmaceutical, telecommunications, consulting and utility industries. Project experience also includes a variety of public sector employers. Conducts litigation support activities, including serving as an expert witness for both plaintiffs and defendants, and as a court-appointed expert and monitor in settlements of class action litigation.

1990 to 1995 **HRStrategies**

1991 to 1995 *Vice President.* Responsible for managing the New York Regional Office of HRStrategies, providing consulting services in skills assessment, survey design, test development, and validation projects for clients primarily in Fortune 100 companies.

1990 to 1991 *Managing Principal.* Opened the New York Regional Office of HRStrategies.

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1989 to 1990 **HEWITT ASSOCIATES**

Consultant. Provided assistance to clients in the design and implementation of performance management and other human resource programs. Special expertise in the areas of construction and validation of selection systems and management of large scale research projects.

1979 to 1989 **SOUTHERN CALIFORNIA EDISON**

1987 to 1989 *Manager, Human Resources Measurement and Development.* Responsible for managing, promoting, and administering research and development programs related to selection, training, and organizational development. Areas of responsibility included (1) internal management consulting, (2) development and validation of selection procedures, (3) design and administration of corporate training programs, and (4) employee development programs such as career counseling, performance management, and educational assistance. Directed a professional staff of forty and administered a budget of \$3.5 million. Interfaced with all levels of management, legal counsel, and federal and state EEO compliance agencies.

As the chief *Industrial Psychologist* for the corporation, responsibilities also included (1) managing the behavioral reliability and psychological assessment programs, (2) testifying at grievances, arbitrations, and trials, and (3) serving in an oversight capacity for Employee Assistance Program and certification of mental health provider network.

1985 to 1986 *Manager, Human Resources Measurement.* Responsible for all selection procedure development, test validation, and administration of testing program for over 15,000 people annually. Directed a professional staff of seven psychologists and a total staff of 19.

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1983 to 1985 *Project Administrator, Selection Task Force.* Responsible for design and execution of company-wide studies to validate new selection procedures for major entry-level jobs. Completed criterion-related and content validation studies covering 92 percent of entry-level hiring activity. Directed a staff of 12 and administered a budget of \$400,000.

1979 to 1983 *Industrial Psychologist.* Responsible for test development, validation, and internal consulting on personnel research issues.

1978 to 1979 **EDUCATIONAL TESTING SERVICE**

Senior Research Assistant. Conducted special research studies involving item analysis and IRT calibration of large scale test databases. Developed instructional workshops on the use of item response theory. Provided technical assistance to state and local education agencies on program evaluation.

1978 **NATIONAL ACADEMY OF SCIENCE**

Research Associate to the Committee on Ability Testing. Provided staff assistance to the blue ribbon panel studying test bias. Wrote position papers in the area of employment testing. Represented the Committee at relevant meetings.

1974 to 1975 **HARCOURT BRACE JOVANOVICH**

Research Assistant. Participated in the development of the Metropolitan Achievement Test, including item writing and statistical analyses.

TEACHING

1986 to 1989 *California School for Professional Psychology.* Graduate faculty. Taught Personnel Assessment, Statistics, and Advanced Multivariate Methods for doctoral candidates in Organizational Psychology. Mentored Doctoral dissertation.

1980 to 1988 *University of San Francisco.* Graduate faculty. Taught Statistics and Advanced Research Design for Human Resources & Organizational Behavior major. Mentored

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Masters theses.

- 1977 *Long Island University.* Adjunct Faculty. Taught graduate courses in Statistics and Research Methodology.
- 1976 to 1978 *Mercy College.* Adjunct Faculty. Taught Introductory Psychology, Theories of Personality, Statistics and History of Psychology.

SPECIAL INTEREST AREAS

Pay Equity, Criminal Background Checks and Building Diversity in Leadership Pipelines.

EDUCATIONAL FELLOWSHIPS

- 1976 to 1977 *Fordham University.* Teaching Fellowship. Responsible for the development and evaluation of individualized, self-paced instruction in General Psychology, as well as courses in Statistics and Applied Psychology.
- 1976 *Educational Testing Service.* Summer Research Fellowship. Investigated gender and ethnic bias in testing methods.

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- 1975 to 1976 *Fordham University*. Graduate Research Assistant. Assisted Drs. Anne Anastasi and John Walsh in graduate courses on Statistics and Computer Utilization.
- 1974 to 1976 *Harcourt Brace Jovanovich*. Fellowship in Psychometrics. Conducted a review of tests for gender bias in content. Also participated in test administration and validation of a general intelligence test for minority group job applicants.

PUBLICATIONS

- Lundquist, K. K., Locklear, T. S., & Lippstreu, M. (2017). Using Your Data Wisely: Proactive Monitoring of Employment Disparities. In S. B. Morris & E. M. Dunleavy (Eds.), *Adverse Impact Analysis: Understanding Data, Statistics and Risk*. (pp. 261-277). New York: Routledge.
- Ashe, R. L., & Lundquist, K. K. (2010). The Legal Environment for Assessment. In J. C. Scott & D. H. Reynolds (Eds.), *Handbook of Workplace Assessment* (pp. 643-669). San Francisco: Jossey Bass.
- Goldstein, I. L., & Lundquist, K. K. (2009). A Five-Year Journey with Coca-Cola. In J. Outtz (Ed.), *Adverse Impact: Implications for organizational staffing and high stakes selection* (pp. 473-501). New York: Routledge.
- Lundquist, K. K. (2009). *Validation of performance appraisals: Ongoing questions in a new light post Ricci and the FPA*. Paper presented at the American Employment Law Conference, October 2009.
- Lundquist, K. K. (2009). Does affirmative action still work? *Diversity Executive*, May 2009.
- Lundquist, K. K. (2008). Beyond affirmative action: The changing face of recruitment. *Talent Management*, Vol. 4, No. 1, 18-23.
- Lundquist, K. K., Scott, J. C., & Curtis, J. R. (1995). Selection techniques for a diverse workforce. In American Bar Association (Eds.), *Equal Employment Opportunity Laws 30 Years Later*. Washington, D.C.: American Bar Association.
- Lundquist, K. K., & Jones, D. P. (1992). Skill-Based Job Analysis. *Technical & Skills Training*, February/March 1992, 7-12.
- Jones, D. P. & Lundquist, K. K. (1991). *Construction and skilled trades selection system: Job analysis report*. Washington, D.C.: Edison Electric Institute.

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Jones, D. P. & Kappy, K. A., (1990). *Construction and skilled trades selection system: Final technical report*. Washington, D.C.: Edison Electric Institute.

Kappy, K. A., (1979). Differential effects of decreased testing time on the verbal and quantitative aptitude scores of males and females. Unpublished doctoral dissertation, Fordham University, May 1979. (Mentor: Dr. Anne Anastasi)

PRESENTATIONS

- | | |
|------|--|
| 2018 | Lundquist, K. K. "Criminal Background Checks: New Realities", National Society of Human Resource Management (SHRM) Webcast. November 2018. |
| 2018 | Lundquist, K. K., Kantrowitz, T., Knapp, D. & McHenry, J. Panel discussion entitled "Gender Equity in I/O Practice: The Known and Unknown" at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL, April 2018. |
| 2017 | Gray, M., Sailer, W., & Lundquist, K. K. Panel discussion entitled "Data Analytics in the Workplace" at the American Employment Law Conference, La Jolla, CA, October 2017. |
| 2017 | Baffa, D., Tyman, A., Lundquist, K. K., & White, P. Panel discussion entitled "Using Big Data to Make Employment Decisions. Webinar conducted by Seyfarth Shaw, May 2017. |
| 2016 | Rafuse, N. E., Lundquist, K. K., & Bogan, L. Panel discussion entitled "The Moneyball of Employment Decisions: Using People Analytics and Big Data as a Recruitment and Selection Device" at the Retail Industry Law Conference, Atlanta, GA, October 2016. |
| 2016 | Lundquist, K. K. Validation Issues in the Use of Big Data. Testimony at the U.S. Equal Employment Opportunity Commission meeting entitled "Big Data in the Workplace: Examining Implications for Equal Employment Opportunity Law, Washington, D.C., October 13, 2016. |
| 2016 | Locklear, T. A., & Lundquist, K. K. Prepare for the Future of Pay Equity. Webinar presented by the Society for Human Resource Management, September 22, 2016. |

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- 2016 Lundquist, K. K. New Challenges from the Court Room. Presentation at the Metropolitan New York Association of Applied Psychology, New York, June 2016.
- 2016 Lundquist, K. K., McLellan, J., & Reithel, S. Financial Advisors: Capturing the Formula for Success. Paper presented the annual Society for Industrial and Organizational Psychology conference, Anaheim, CA, April 2016.
- 2016 Lundquist, K. K., Ashe, R. L., Jr., & Dermody, K. Legal Update: What's New and How it Affects You. Workshop presented the annual Society for Industrial and Organizational Psychology conference, Anaheim, CA, April 2016.
- 2016 Lipnic, V, Lundquist, K. K., Morgan, H. A., & Webber, C. E. Panel discussion entitled "21st Century Science Meets 20th Century Rules: Can Employers Make Effective Use of Big Data that Complies with UGESP" at the American Bar Association's National Conference on EEO Law, Austin, TX, March 2016.
- 2016 Lundquist, K. K. Assessing "Substantially Similar" Work. Webinar presented by Davis, Wright, Tremaine entitled "The New Push for Pay Equity". March 2016.
- 2016 Lundquist, K. K. Assessing "Substantially Similar" Work. Webinar presented by Hunton & Williams entitled "Complying with California's New Fair Pay Act". January 2016.
- 2015 King, A. G., Lundquist, K. K., & Morgan, H. A. Finding a needle in a haystack or something more painful: The use of algorithms and big data in the hiring process. Presentation at the American Employment Law Conference, Ojai, CA, October 2015.
- 2015 Geier, J., Glasser, N., Holt, R., Lundquist, K. K., & Morgan, H. A. Big data analytics and HR technology: Meeting emerging challenges in sourcing and selection. Presentation at the annual conference of the National Industry Liaison Group, New York, July 2015.
- 2015 Lundquist, K. K. Legal update: What's new and how does it affect you! Presentation at the Personnel Testing Council of Metropolitan Washington, Alexandria, VA, July 2015.

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- 2015 Lundquist, K. K. Big data and big challenges in managing the legal risk of your assessments. Presentation at the annual conference of the International Personnel Assessment Council, Atlanta, GA, July 2015.
- 2015 Lundquist, K. K. The current status, opportunities and challenges as we face discrimination in the 21st Century. Testimony at the U.S. Equal Employment Opportunity Commission meeting on racial and ethnic discrimination in the 21st century workplace, Miami, FL, April 15, 2015.
- 2014 Lundquist, K. K. A Primer on Performance Management. Presentation at the American Bar Association's Eighth Annual Labor & Employment Conference, Los Angeles, CA, November 2014.
- 2014 Lundquist, K. K., & Fortney, D. Criminal Background Checks. Series of four podcasts presented by the Society for Human Resource Management, <http://www.shrm.org/multimedia/podcast/pages/default.aspx>, June 2014.
- 2014 Lundquist, K. K. Working with Experts: What Lawyers Do Wrong (or Occasionally Right). Panel discussion at the annual National Employment Law Association conference, Boston, MA, June 2014.
- 2013 Lundquist, K. K., & Fortney, D. What to do when a Criminal Background Check Turns Up ... Something. Webinar presented by the Society for Human Resource Management, December 11, 2013.
- 2013 Lundquist, K. K., Ashe, R. L., Jr., Livingston, D., & Nordstrom, M. The Latest Line of Attack: Performance Appraisals Revisited. Panel discussion at the American Employment Law Conference, Santa Barbara, CA, October 2013.
- 2013 Lundquist, K. K., Ashe, R. L., Jr., Locklear, T.S., & Barsness, P. Assessing the Legal Risks of your Assessments. Workshop presented the annual Society for Industrial and Organizational Psychology conference, Houston, TX, April 2013.

1/10/2019

- 2012 Lundquist, K. K. Validation 101: Testing the test. Panel discussion entitled “The Survivors post *Dukes* and *Ricci*: Cases about biased tests and job requirements that have not been validated” at the 6th Annual American Bar Association Labor and Employment Law Conference, Atlanta, GA, November 2012.
- 2012 Lundquist, K. K. International Research on Alternative Selection Procedures. Presentation at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA, April 2012.
- 2011 Lundquist, K. K. Diversity: Beyond the Requirements. Presentation at the Southern Connecticut Society for Human Resource Management, November 2011.
- 2011 Lundquist, K. K. Addressing the subjectivity challenge. Presentation at the American Employment Law Conference, Ojai, CA, October 2011.
- 2009 Lundquist, K. K., & Locklear, T. S. What you don’t know can hurt you: The value of an HR process audit. Webinar presented for Southern Connecticut Society for Human Resource Management, March 2011.
- 2010 The Power of Measurement: Evaluating your diversity success. Presentation at the annual conference of DiversityBusiness.com, Washington, D.C., April 2010.
- 2010 Lundquist, K. K., & Ashe, R. L., Jr. Trends in Employment Law: *Ricci* and Beyond. Workshop presented the annual Society for Industrial and Organizational Psychology conference, Atlanta, GA, April 2010.
- 2009 Lundquist, K. K. Validating performance appraisals: Ongoing questions in a new light. Presentation at the American Employment Law Conference, Dana Point, CA, October 2009.
- 2009 Lundquist, K. K., Scott, J. C., & Puma, M. J. “How to make lemonade ...”: A recipe for moving forward after your corporate restructuring. Webinar presented by Talent Management Magazine, September 2009.

1/10/2019

- 2009 Lundquist, K. K., Goldstein, H. & Perkins, W. The *Ricci* case in a Nutshell. Presentation at the Metropolitan Association of Applied Psychologists (METRO), New York, NY, September 2009.
- 2009 Dichter, M. S., Evans, P. C., Painter, A. M., Stillman, N. G., & Lundquist, K. K. "Understanding *Ricci*, the New Haven Firefighters Case: Implications for your employment decisions and diversity practices. Webinar presented by Morgan Lewis & Bockius LLP, August 2009.
- 2009 Lundquist, K. K., & Geier, J. A. The *Ricci* case or How to test in turbulent times. Presentation at the Northeast Region Corporate Industry Liaison Group, New York, NY, June 2009.
- 2009 Lundquist, K. K., & Scott, J. C. Bulletproofing a reduction in force. Webinar presented for Southern Connecticut Society for Human Resource Management, May 2009.
- 2009 Lundquist, K. K., Goldstein, I. L., Mehri, C., Redwood, R., & Moan, J. Toward innovation: A five year journey with Coca-Cola. Invited SIOP address at the annual convention of the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2009.
- 2008 Lundquist, K. K., & Scott, J. C. Testing the Test: Validation, Litigation & Risk Management. Webinar presented by Talent Management Magazine, November 2008.
- 2008 Lundquist, K. K. The Power of Measurement: Tracking your Diversity Success. Invited presentation at Nyckeltalsinstitutet AB, Stockholm, Sweden, April 2008.
- 2008 Lundquist, K. K. Making diversity work: How to measure and advance the impact of your internal inclusion initiatives. Webinar presented for Southern Connecticut Society for Human Resource Management, April 2008.
- 2007 Lundquist, K. K. The Power of Measurement: Evaluating your Diversity Success. Presentation at the SHRM Workplace Diversity Conference, Philadelphia, PA, October 2007.
- 2007 Lundquist, K. K. How to determine if your company's tests pass muster. Presentation at the Workforce Opportunity Network sponsored by ORC, Dallas, TX, October 2007.

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- 2007 Lundquist, K. K., Casellas, G. F., & Moan, J. P. Toward Innovation: New Insights for the Multicultural Workplace. Presentation at the Southern Connecticut Society for Human Resource Management, September 2007.
- 2007 Lundquist, K. K. Innovative approaches to testing. Testimony at the U.S. Equal Employment Opportunity Commission meeting on employer testing and screening, Washington, D. C., May 16, 2007.
- 2007 Ashe, R. L., Jr., & Lundquist, K. K. Building Legal Defensibility into your HR Processes. Workshop presented the annual Society for Industrial and Organizational Psychology conference, New York, NY, April 2007.
- 2007 Lundquist, K. K. & Casellas, G. F. Toward Innovation: Reflections on the Coca-Cola Experience. Presentation at the Chief Diversity Officer Forum, Greensboro, NC, March 2007.
- 2006 Lundquist, K. K. & Casellas, G. F. Human resource process audits: The whys, the hows and the wherefores. E-seminar presented by Workforce Performance Solutions magazine, November 2006.
- 2006 Lundquist, K. K. Latest issues in employment litigation. Presentation at the Middle Atlantic Personnel Assessment Council conference, Princeton, NJ, November 2006.
- 2006 Lundquist, K. K. Latest issues in employment litigation. Presentation at the Metropolitan New York Association of Applied Psychology, New York, June 2006.
- 2006 Lundquist, K. K. Current areas of challenge in HR practices: How to avoid costly class action settlements. Presentation at the Personnel Testing Council of Metropolitan Washington, Washington, D. C., June 2006.
- 2006 Casellas, G. F. & Lundquist, K. K. Measuring progress in diversity: Practical and legal considerations for the journey. Presentation at the annual Diversity Conference of The Conference Board, New York, May 2006.

1/10/2019

- 2006 Lundquist, K. K. Making your case: Judicious tips for communicating with judges, juries and attorneys. Presentation at the Society for Industrial and Organizational Psychology conference, Dallas, April 2006.
- 2006 Lundquist, K. K. Employee selection and testing: What you must know. Presentation at the Pacific Employment Law Conference, Seattle, May 2006.
- 2006 Lundquist, K. K. 21st Century Employee Selection. Presentation at the American Bar Association, Section of Labor and Employment Law, Equal Employment Opportunity Committee, La Jolla, California, April 2006.
- 2005 Lundquist, K. K. Testing: What's New and What's Scary or How to Avoid the Snake Oil Salespeople. Presentation at the 24th Annual Davis, Wright, Tremaine Employment Law Seminar, Seattle, October 2005.
- 2005 Lundquist, K. K. Diversity Measurement in Organizations: The changing challenge. Presentation at the annual convention of the American Psychological Association, Washington, D. C., August 2005.
- 2005 Lundquist, K. K. Recipe for Workplace Success: Personality is the secret ingredient. Presentation at the annual convention of the International Council on Hotel, Restaurant and Institutional Education, Las Vegas, July 2005.
- 2005 Testing: What's New and What's Scary or How to Avoid the Snake Oil Salespeople. Presentation at the National Employment Law Council Conference, Chicago, April 2005.
- 2005 Lundquist, K. K., Curtis, J. C., & Snyder, D. W. Blind Judgment: An attempt to reduce adverse impact in the interview. Panel discussion at the Society for Industrial and Organizational Psychology conference, Los Angeles, April 2005.
- 2004 Put to the Test: The New Scrutiny of Employee Testing and Selection Procedures. Presentation at The American Employment Law Council, Twelfth Annual Conference, Palm Beach, Florida, October 2004.

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- 2004 Lundquist, K. K. & Scott, J. C. Legal considerations when auditing your performance management system. Panel discussion at the Society for Industrial and Organizational Psychology conference, Chicago, April 2004.
- 2002 The Evolving Definition of Work. Presentation to the Connecticut Quality Improvement Association, Wallingford, CT, October 2002.
- 2002 In the Line of Fire: From the HR Process Design Perspective. Presentation to the Equal Employment Advisory Council's Training Program on Employment Discrimination Class Actions, Alexandria, Virginia, April 2002.
- 2002 What I/Os Need to Know About the Skill Standards Movement. Panel discussion at the Society for Industrial and Organizational Psychology conference, Toronto, April 2002.
- 2001 The Litigation Landscape: How it Affects our Role as I/O Psychologists. Presentation to the Society for Industrial and Organizational Psychology Doctoral Consortium, San Diego, California, April 2001.
- 2000 Pay Equity: The New Discrimination Frontier. Workshop presented by Economic Research Services, Atlanta, Georgia, October 2000.
- 2000 Use and Abuse of Experts. The American Employment Law Council, Eighth Annual Conference, Hot Springs, Virginia, October 2000.
- 1999 Compensation Disparities and Organizational Realities. American Bar Association, Section of Labor and Employment Law, Equal Employment Opportunity Committee, Boca Raton, Florida, March 1999.
- 1997 Downsizing: Lessons from the Firing Line. Georgia State University, Human Resources Round Table, Atlanta, Georgia, January 1997.
- 1997 Recent developments in employment litigation. Workshop presented with R. Lawrence Ashe, Jr., Esq. at the Society for Industrial and Organizational Psychology, St. Louis, Missouri, April, 1997.

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- 1996 Success factors for I/O doctoral programs: Planning for the 21st century. Panel discussion presented at the Society for Industrial and Organizational Psychology, San Diego, California, April 1996.
- 1995 Selection techniques for a diverse workforce. Presented at the American Bar Association Section of Labor and Employment Law Anniversary Celebration, Washington, D.C., May 1995.
- 1994 Training to the top: Workforce skills and global competitiveness. Symposium presented at the Society for Industrial Organizational Psychology, Nashville, TN, April 1994.
- 1992 Attacking the skills gap: A report from the firing line. Symposium presented at the Society for Industrial and Organization Psychology, Montreal, Ontario, Canada, May 1992.
- 1991 Skill-based job analysis: A strategy for closing the skills gap. Paper presented with Michelle M. Crosby at the Society for Industrial and Organizational Psychology, St. Louis, MO, April 1991.
- 1990 The role of the analyst in the job analysis process. Compiler or interpreter? Paper presented at the annual conference of the International Personnel Management Association Assessment Council, San Diego, CA, June 1990.
- 1990 An overview of today's testing technology. Paper presented at the Annual Labor and Employment Law Conference of Seyfarth, Shaw, Fairweather & Geraldson, Chicago, IL, June 1990.
- 1990 Recent developments in EEO. Workshop presented with R. Lawrence Ashe, Jr. Esq., at the annual conference of the Society for Industrial and Organizational Psychology, Miami Beach, FL, April 1990.
- 1990 Technology, automation and their human resources implications. Paper presented the Local Government Personnel Association, Washington, D.C., March 1990.

1/10/2019

- 1989 Employee selection systems: Interviews, written and physical tests, experience checks, differential scoring, and formal validation studies after *Hopkins, Atonio and Watson*. Workshop presented at the National Employment Law Institute Conference on EEO in Federal, State, and Local Government, Washington, D.C., September 1989.
- 1989 Designing and conducting large-scale research projects. Workshop presented with David P. Jones at the annual conference of the Society for Industrial and Organizational Psychology, Boston, MA, April 1989.
- 1988 Considerations in setting cutoff scores: Legal and professional standards. Workshop presented with David P. Jones at the annual Edison Electric Institute Test Users Conference, Dearborn, MI, October 1988.
- 1983 Employment selection and testing: A review of legal and practical considerations. Paper presented at the California Employment Law Conference, San Francisco, CA, November 1983.
- 1980 Achievement level testing effects on Rasch item difficulty estimates. Paper presented at the annual meeting of the American Educational Research Association, Boston, MA, April 1980.
- 1979 The impact of test speededness of Rasch item calibrations. Paper presented with A.S. Cohen at the annual meeting of the American Psychological Association, New York, NY, September 1979.

PROFESSIONAL AFFILIATIONS

American Psychological Association, Fellow
Society for Industrial and Organization Psychology, Fellow
Phi Beta Kappa
National Association of Women Business Owners
National Association of Female Executives

LICENSES

Licensed as a Psychologist in the State of Connecticut, No. 001967

1/10/2019

AWARDS

Named one of “America’s Top Diversity Champions for 2010” by DiversityBusiness.com.

Received the 2010 Diversity Policy/Advocacy Award from Hartford Business Journal.

Finalist in the 2009 Stevie Awards for Women in Business: Best Entrepreneur – Service Businesses - Up to 100 Employees - Business Services; APT wins Best Overall Company of the Year – Service Businesses – Up to 100 Employees – Business Services.

Human Resource Vendor of the Year 2009, Society for Human Resource Management, Southern Connecticut Chapter.

Finalist in the 2007 Ernst & Young Entrepreneur of the Year Award for Metropolitan New York Region.

Connecticut Woman Business Owner of the Year, 2002.

BOARD MEMBERSHIPS

Board Member, Society for Industrial and Organizational Psychology, holding the position of Financial Officer/Secretary and ex officio Board Member of the SIOP Foundation, 2012 – 2015.

Board Member, National Council for Research on Women and member of the Advisory Board of the Council’s Corporate Circle, 2010 – 2014.

Board Member, Connecticut Business & Industry Association, 2007 – 2012.

Board Member and Chair of Education Committee, Maritime Aquarium, 2007 – 2014.

Board Member, Volunteer Center of Southwestern Fairfield County, 2003 – 2007.

President, Wade Foundation, 2001 – present.

APPOINTMENTS

Sworn member of the external advisory board for the U.S. Department of State’s Foreign Service Officer Examination, 2013 – 2019.

1/10/2019

Member of the expert panel on assessment for the National Skills Standards Board (NSSB) and chair of the Endorsement Review Panel for the NSSB, 1999 – 2003.

1/10/2019

Recent Testimony as an Expert
KATHLEEN KAPPY LUNDQUIST, Ph.D.

2019	<u>Robbins, et al. v. National Aeronautics and Space Administration</u> (EEOC No. 531-2014-00109X)
2019 –	<u>Howard, et al. v. Cook County Sheriff’s Office & County of Cook.</u> Case No. 17-cv-8146 (USDC N. D. Illinois).
2018 – present	<u>Chen-Oster, et al. v. Goldman Sachs.</u> Case No. 10 Civ. 6950 (HT) (RWL) (USDC S. D. New York).
2014 – 2015	<u>Godfrey, et al. v. The City of Chicago.</u> Case No. 12 C 08601 (USDC N. D. Illinois).
2013 – present	<u>Fogg et al v. Barr.</u> EEOC No. 570-2016-00501X, Agency Case No. 14-94-6376. Consolidated, previously <u>Herman Brewer, et al. v. Holder.</u> Case No. 1:08-cv-01747 (BJR) (USDC District of Columbia).
2012 – 2016	<u>Houser, et al. v. Pritzker.</u> Case No. 10-cv-3105 (FM) (USDC S. D. New York).
2012 – present	<u>Laryssa Jock, et al. v. Sterling Jewelers Inc.</u> AAA Case No. 11 160 00655 08
2012 – 2015	<u>Andrews, et al. v. City of New York.</u> Civil Action No. 10-cv-2426 (SHS) (MD).

3/9/2021
testimony

Attachment B

DOCUMENTS REVIEWED

<i>Electronic File Name</i>	<i>Document Name or Description</i>	<i>Pages</i>	<i>Bates #</i>
2017.10.16 [Jewet et al] 2nd Amended Class Action Complaint.pdf	Second Amended Class Action Complaint	15	N/A
2018.01.22 [Jewett] Amd Resps to Oracle SROGs Set 1.PDF	Rong Jewett's Amended Responses to Oracle	13	N/A
2018.01.22 [Murray] Amd Resps to Oracle SROGs Set 1.pdf	Xian Murray's Amended Responses to Oracle	16	N/A
2018.01.22 [Wang] Amd Resps to Oracle SROGs Set 1.pdf	Sophy Wang's Amended Responses to Oracle	15	N/A
2018.02.02 [Murray] 2nd Amd Resp to Oracle SROG Set 1 No. 4.pdf	Xian Murray's 2nd Amended Responses to Oracle	7	N/A
2019.06.07 [Jewett] Mot for Class Certification-Hough Decl_LUS (as srvd).pdf	Declaration of Leaetta Hough In Support of Class Certification	105	N/A
Depo Ex 1_Hough, Leaetta_2019.01.30.pdf	Oracle's Notice That They Will Take the Deposition of Leaetta Hough Beginning January 30th	4	N/A
Depo Ex 2_Hough, Leaetta_2019.01.30.pdf	Declaration of Leaetta Hough In Support of Class Certification	103	N/A
Depo Ex 3_Hough, Leaetta_2019.01.30.pdf	Certification of Leaetta Hough As an Expert Witness	3	N/A
Depo Ex 4_Hough, Leaetta_2019.01.30.pdf	Exhibit 4: List of Job Openings with Job Details	19	N/A
Depo Ex 5_Hough, Leaetta_2019.01.30.pdf	Exhibit 45: MQs By Job Position	65	N/A
Depo Ex 6_Hough, Leaetta_2019.01.30.pdf	Excerpts From "Principles for The Validation and Use of Personnel Selection Procedures". The Overview of The Validation Process	18	N/A
Depo Ex 7_Hough, Leaetta_2019.01.30.pdf	Exhibit 7: Code of Regulations	5	N/A

Electronic File Name	Document Name or Description	Pages	Bates #
Depo Ex 8_Hough, Leaetta_2019.01.30.pdf	Exhibit 8: Administrative Law Judge Work Analysis Study	194	N/A
Depo Ex 9_Hough Leaetta_2019.01.30_RED ACTIONS MARKED.PDF	Exhibit 9: Expert Report of David Newmark With Redactions Marked	117	N/A
Depo Ex 9_Hough, Leaetta_2019.01.30.pdf	Exhibit 9: Expert Report of David Newmark	117	N/A
Depo Ex 10_Hough, Leaetta_2019.01.30.pdf	Exhibit 10: Job Descriptions	32	N/A
Hough, Leaetta_2019.01.30_Depo Transcript_Full-No Link.pdf	Transcript of Video Recorded Deposition of Leaetta Hough	301	N/A
ORACLE_JEWETT_00001110 (Jewett-Posting Job Descriptions & Requirements.xlsx).xlsx	Excel Document of Job Titles with Descriptions	N/A	ORACLE_JEWETT_00001110
ORACLE_JEWETT_00001166 (Jewett_Merged Assignment History, Medicare and Sal Admin.xlsx).xlsx	Excel Document with Employee Assignment History, Medicare, and Sal Admin	N/A	ORACLE_JEWETT_00001166
ORACLE_JEWETT_00001180 (Jewett_Emp_Personal_Experience_Qualification_Assign_Details.xlsx).xlsx	Excel Document with Employee Experience, Qualifications, Past Employment History, and Job Duties	N/A	ORACLE_JEWETT_00001180
ORACLE_JEWETT_00007304 (Jewett_IREC_DATA.xlsx).xlsx	Excel Document for Vacancies and Justifications for New Hires	N/A	ORACLE_JEWETT_00007304
ORACLE_JEWETT_00007307 (Jewett_Requisition_Description_and_Qualification_Data.xlsx).xlsx	Excel Document for Requisition Descriptions and Qualification Data	N/A	ORACLE_JEWETT_00007307

<i>Electronic File Name</i>	<i>Document Name or Description</i>	<i>Pages</i>	<i>Bates #</i>
2019.06.07 [Oracle] MSJ- Compendium of Evidence Vol 6-Decl Kidder.pdf	Declaration of Chad Wayne Kidder in Support of Defendant Oracle America, Inc.'s Motions for Summary Judgment Or, In the Alternative, Summary Adjudication	4	N/A
2019.06.07 [Oracle] MSJ-Compendium of Evidence Vol 5-Decl Waggoner.pdf	<p>Declaration of Kate Waggoner In Support of Defendant Oracle America, Inc's Motions for Summary Judgment Or, In the Alternative, Summary Adjudication Plus Exhibits A-E</p> <p>- Ex. A: "Annual Focal Program (Sales and Non-sales) and Workforce Compensation" (ORACLE_JEWETT_00005276)</p> <p>- Ex. B: "Global Compensation Training: Managing Pay Module" (ORACLE_JEWETT_00000327)</p> <p>-Ex. C: "Global Compensation Training: Salary Ranges at Oracle" (ORACLE_JEWETT_00000373)</p> <p>- Ex. D: "Global Compensation Training: Job Classification and Global Job Table Module" (ORACLE_JEWETT_00000642)</p> <p>- Ex. E: "Managing Compensation: July 2016" (ORACLE_JEWETT_00006577)</p>	260	N/A

Electronic File Name	Document Name or Description	Pages	Bates #
2019.06.07 [Oracle] MSJ- Compendium of Evidence Vol 6-Decl Miranda.pdf	<p>Declaration of Steven Miranda In Support of Defendant Oracle America, Inc.'s Motions for Summary Judgment Or, In the Alternative, Summary Adjudication Plus Exhibits A-D</p> <p>- Ex. A: Oracle's external-facing webpage "Oracle: Products A-Z," available at https://www.oracle.com/products/oracle-a-z.html.</p> <p>- Ex. B: Oracle's external-facing webpage "Oracle: Strategic Acquisitions," available at https://www.oracle.com/corporate/acquisitions/</p> <p>- Ex. C: Oracle's external-facing webpage "Oracle: Acquired Products A-Z," available at https://www.oracle.com/products/acquired-a-z.html</p> <p>- Ex. D: Oracle's external-facing webpage "Oracle: What is CRM?," available at https://www.oracle.com/applications/customer-experience/what-is-crm.html</p>	38	N/A
2019.06.10 [Oracle] Oppo to Mot for Class Cert-Decl Bashyam (as filed).pdf	Declaration of Balaji Bashyam In Support of Defendant Oracle America, Inc's Opposition to Plaintiffs' Motion for Class Certification	6	N/A
2019.06.10 [Oracle] Oppo to Mot for Class Cert-Decl Sarwal (as filed).pdf	Declaration of Richard Sarwal In Support of Defendant Oracle America, Inc's Opposition to Plaintiffs' Motion for Class Certification	6	N/A
2019.06.10 [Oracle] Oppo to Mot for Class Cert-Decl Webb (as filed).pdf	Declaration of Campbell Webb In Support of Defendant Oracle America, Inc's Opposition to Plaintiffs' Motion for Class Certification	5	N/A

Electronic File Name	Document Name or Description	Pages	Bates #
2018.09.04 [Oracle] Mantoan ltr to [Jewett] Mullan re Oracle prod vol 18.pdf	Email Re: Jewett V. Oracle America, Inc., No. 17-Cv-2669 (San Mateo Super. Ct.) Documents Requested at Deposition of Anje Dodson, Historical Organizational Hierarchy Data, And Documents Responsive to RFP No. 44	2	N/A
ORACLE_JEWETT_00007169_Native_Data Dictionary - ORG_LOB_HIERARCHY_DATA Codes.xlsx	Native_Data Dictionary - Org_Lob_Hierarchy_Data Codes Excel Data	N/A	ORACLE_JEWETT_00007169
ORACLE_JEWETT_00007285_Native_03. Q3FY18_Dec-17_DRMAP_Global_Cost Center Segment.xlsx	Q3FY18_Dec-17_Drmap_Global_Cost Center Segment	N/A	ORACLE_JEWETT_00007285
ORACLE_JEWETT_00007286_Native_Corporate_Cost_Center_List_Dec17. xlsx	Native_Corporate_Cost_Center_List_Dec17	N/A	ORACLE_JEWETT_00007286
2020.09.01 Emp_Personal_Experience_Qualification_Assign_Details.xlsx	09.01.20 Emp Personal Experience Qualification Assign Details	N/A	N/A
2020.09.01 Merged Assignment History Medicare Sal Admin (Salary Window).xlsx	Merged Assignment History Medicare Sal Admin (Salary Window) 09.01.20	N/A	N/A
Oracle Managers - Survey Outreach Emails (CONFIDENTIAL).xlsx	Oracle Managers - Survey Outreach Emails (Confidential)	N/A	N/A
Bashyam.pdf	OFCCP Hearing Transcript of Direct Examination of Mr. Bashyam	31	N/A
Miranda.pdf	OFCCP Hearing Transcript of Direct Examination of Mr. Miranda	95	N/A

<i>Electronic File Name</i>	<i>Document Name or Description</i>	<i>Pages</i>	<i>Bates #</i>
Loaiza.pdf	OFCCP Hearing Transcript of Direct Examination of Juan Loaiza	33	N/A
2017.09.29 [Jewett] Resps to Oracle SROGs Set 1.pdf	Rong Jewett's Responses to Oracle	10	N/A
2017.10.23 [Murray] Resps to Oracle SROGs Set 1.pdf	Xian Murray's Responses to Oracle	12	N/A
2017.09.29 [Wang] Resps to Oracle SROGs Set 1.pdf	Sophy Wang's Responses to Oracle	10	N/A
Waggoner, Kate (PMK)_2018.07.26_v1_Full w Ex linked	Deposition transcript of Kate Waggoner as Oracle's PMK (plus exhibits)	284	N/A
Waggoner, Kate (PMK)_2018.07.27_v2_Full w Ex linked	Deposition transcript of Kate Waggoner as Oracle's PMK (plus exhibits)	154	N/A

Attachment C

REFERENCES

- California Pay Equity Task Force (2018, January 10). *Step-by-Step Job Evaluation Template for Employers to Determine Wage Rate*.
<https://women.ca.gov/californiapayequity/employers-resources/step-by-step-job-evaluation-template>
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- Gibson, W.M., & Caplinger, J.A. (2007). Transportation of validation results. In M. McPhail (Ed.), *Alternative Validation Strategies: Developing new and leveraging existing validity evidence* (pp.29-81). San Francisco: John Wiley & Sons, Inc.
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- Morgeson, F. P., & Dierdorff, E. C. (2011). Work analysis: From technique to theory. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol. 2. Selecting and developing members for the organization* (pp. 3–41). American Psychological Association.
- Singh, P. (2008). Job analysis for a changing workplace. *Human Resource Management Review*, 18(2), 87-99.
- Society for Industrial and Organizational Psychology (2018). *Principles for the Validation and Use of Personnel Selection Procedures* (5th ed.). Bowling Green, OH: SIOP.
- State of California Department of Industrial Relations (2020, December). *California Equal Pay Act: Frequently Asked Questions*.
https://www.dir.ca.gov/dlse/california_equal_pay_act.htm

Attachment D

Attachment D

Current Incumbents in All Job Codes as of 9/1/20

Job_Function	Job_Title	N of Employees
Product Development	Software Developer 4	
	Software Developer 5	
	Software Developer 3	
	Applications Developer 5	
	Applications Developer 4	
	Software Developer 2	
	Product Manager/Strategy 5-ProdDev	
	Product Manager/Strategy 4-ProdDev	
	Software Developer - Architect	
	QA Analyst 4-ProdDev	
	Applications Developer 3	
	Program Manager 4-ProdDev	
	Program Manager 5-ProdDev	
	Hardware Developer 4	
	QA Analyst 3-ProdDev	
	Product Manager/Strategy 3-ProdDev	
	QA Analyst 5-ProdDev	
	User Assistance Developer 4	
	User Experience Developer 3-ProdDev	
	User Experience Developer 4-ProdDev	
	Program Manager 3-ProdDev	
	Applications Developer 2	
	User Experience Developer 2-ProdDev	
	User Assistance Developer 5	
	Technical Writer 5-ProdDev	
	QA Analyst 2-ProdDev	
	Hardware Developer 5	
	Site Reliability Developer 3	
	User Experience Developer 5-ProdDev	
	Hardware Developer 3	
	Software Developer 1	
	Applications Developer - Architect	
	Product Manager/Strategy 6-ProdDev	
	Site Reliability Developer 4	
	Product Manager/Strategy 2-ProdDev	
	Technical Writer 3-ProdDev	
	Technical Writer 4-ProdDev	
	Program Manager 2-ProdDev	
	HW Development Technician 2	
	Production Service Systems Administrator 4	
	User Assistance Developer 3	
	HW Development Technician 3	
	Production Service Systems Administrator 5	
	Release Developer 4	
	Site Reliability Developer 5	
	Applications Developer 1	
	PC Board Designer 3	
	User Assistance Developer 2	

Attachment D

Current Incumbents in All Job Codes as of 9/1/20

Job_Function	Job_Title	N of Employees
	User Experience Developer 6-ProdDev	
	Hardware Developer 6	
	HW Development Technician 1	
	Production Service Developer 4	
	Production Service Systems Administrator 3	
	Program Manager 1-ProdDev	
	Program Manager 6-ProdDev	
	Release Developer 3	
	Release Developer 5	
	Site Reliability Developer 6	
	Translation Analyst 3	
	Translation Analyst 4	
Product Development Total		
IT	Programmer Analyst 4-IT	
	Programmer Analyst 5-IT	
	System Administrator 4-IT	
	System Administrator 3-IT	
	IT Business Implementation Analyst 4	
	Database Administrator 4-IT	
	IT Business Implementation Analyst 2	
	Project Manager 4	
	IT Business Implementation Analyst 3	
	Programmer Analyst 3-IT	
	IT Security Analyst 4	
	Network/Telecom Systems Analyst 4-IT	
	Project Manager 3	
	Database Administrator 5-IT	
	Systems Analyst 4-IT	
	Internal Customer Tech Support 3-IT	
	Project Manager 5	
	System Administrator 5-IT	
	Internal Customer Tech Support 4-IT	
	System Administrator 2-IT	
	Systems Analyst 3-IT	
	Database Administrator 3-IT	
	IT Business Implementation Analyst 5	
	Network/Telecom Systems Analyst 3-IT	
	Internal Customer Tech Support 2-IT	
	Project Manager 2	
	Systems Analyst 5-IT	
	Systems Analyst 2-IT	
	IT Security Analyst 2	
	IT Security Analyst 3	
	IT Security Analyst 5	
	System Administrator 1-IT	
	IT Business Implementation Analyst 1	
	Network/Telecom Systems Analyst 2-IT	
	Network/Telecom Systems Analyst 5-IT	

Attachment D**Current Incumbents in All Job Codes as of 9/1/20**

Job_Function	Job_Title	N of Employees
	Programmer Analyst 2-IT	
IT Total		
Support	Technical Analyst 4-Support	
	Technical Analyst 5-Support	
	Technical Analyst 3-Support	
	Technical Account Representative (TAM) 5	
	Field Support Specialist 3	
	Systems Analyst 5-Support	
	Systems Analyst 4-Support	
	Customer Service Analyst 2-Support	
	Technical Account Representative (TAM) 4	
	Customer Service Analyst 3-Support	
	Technical Analyst 2-Support	
	Field Support Specialist 2	
	Customer Service Account Management Consultant 4-Support	
	Field Support Specialist 1	
	Field Support Specialist 4	
	Field Support Specialist A4	
	Field Support Specialist 5	
	Knowledge Analyst 3-Support	
	Customer Service Account Management Consultant 3-Support	
	Customer Service Account Management Consultant 5-Support	
	Customer Service Acct Mgmt Cons 5- Support (Outside CA)	
	Customer Service Analyst 1-Support	
	Customer Service Analyst 4-Support	
	Customer Service Analyst 5-Support	
	Systems Analyst 3-Support	
	Technical Analyst 1-Support	
	Technical Analyst 6-Support	
	Technical Architect 5	
Support Total		
Grand Total		

Attachment E

Oracle Job Analysis Content Review Focus Group

[Insert Function and Job Codes Here]

Agenda

Introduction /
Project Overview

Survey Review



Review
Instructions

Project Goals



Identify factors that are used to evaluate roles within the same job code (e.g., Support's Technical Analyst, IC 4).

Analysis Output



Analyses will be done to describe and evaluate roles in the following “**compensable factors**”:

1. Skills
2. Effort
3. Responsibility
4. Working Conditions

Process Overview



Survey Section Overview: Compensable Factors

The critical factors that define what a role entails and explain the compensation level

Skills

- Experience, ability, education, and training

Effort

- The amount of physical or mental exertion (e.g., complex problem solving)

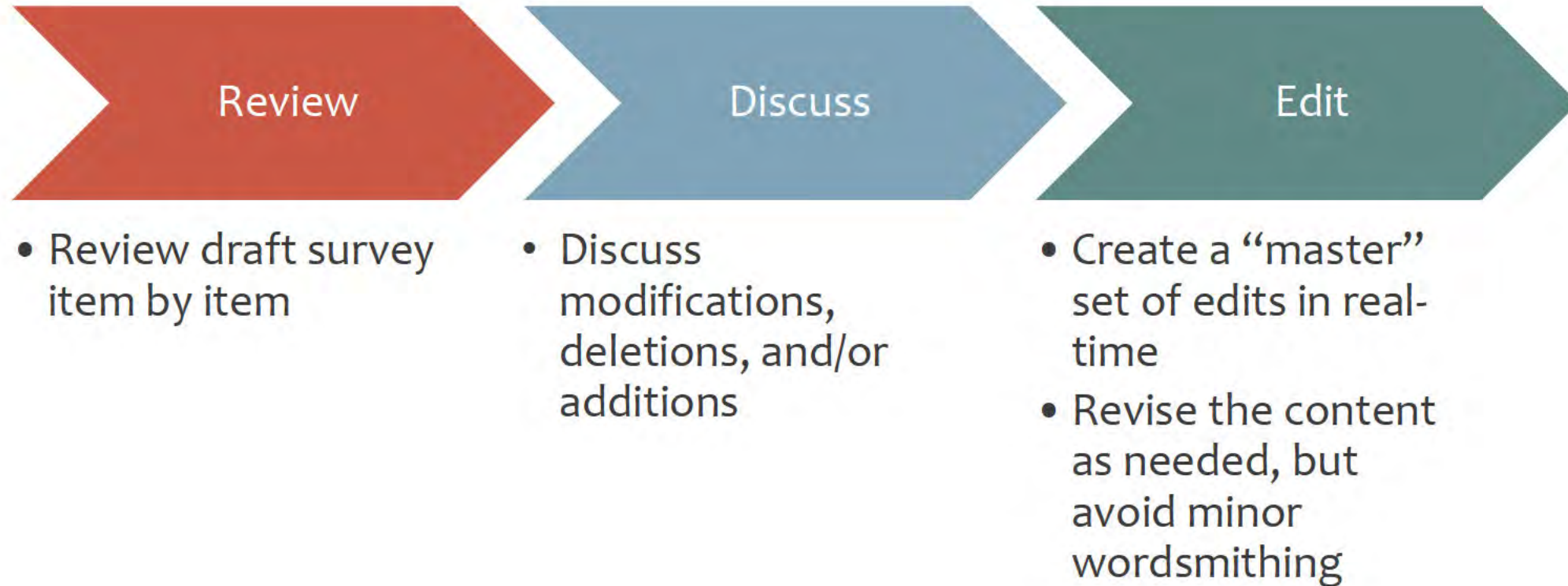
Responsibility

- Level of autonomy and accountability or specific specialty/focus areas

Working Conditions

- Environmental conditions, work sites, or traveling requirement

General Content Review Process



Instructions for Reviewing Survey Items



Items should be clear and easy to understand

- Use terms that are familiar to people both internal and external to Oracle



Response options should be relevant, accurate, and capture variety in roles

- Each item should be relevant to one or more roles or job families
- Ensure response options make sense and have enough variety to capture characteristics of most roles (~75%) in a job code



Provide feedback on items where additional content is needed

- Provide appropriate response options for some items that are currently “open-ended” based on the roles you manage

Thank You!

We appreciate your input and contributions!



Attachment F

Oracle Job Analysis Survey

Introduction

Page 1 (Introduction)

Hi \${e://Field/Name},

Please refer to instructions on Webinar screen as you complete the survey. These instructions are also listed below:

- Please select all the roles (**max of 5**) you are familiar with and have managed within the past 12 months
- We have provided you with specific names so that you are clear on the role you are describing
- You will be describing the **ROLE**, not the person who currently occupies it.
- If the employee is no longer in the role today, you can still describe their prior **role** if you are familiar with it
- Details about the specific job codes, titles, and organizations for the roles you are describing/responding about will be available on each page (*there may be extra spaces in this section*)
- Read each question carefully, as some questions may sound similar
- Please respond to each question as honestly as possible
- Please answer **all questions for each role** you are describing

We appreciate your participation. Your input is critical as we evaluate the job factors to ensure they are relevant and to compare results in the roles you oversee. Your survey responses will be aggregated with responses from other respondents for analysis.

Page 2 (Select Roles)

As you respond to the survey, please do so for specific roles you currently manage or have managed in the past 12 months.

To get started, please do the following:

- Review the list of roles below where we identified the current employees in the role (as of 09/01/2020).
- Please only **UNSELECT** the check box for roles you are not familiar with.
- If you have more than five employees listed, please select **ONLY 5**.

A list of the roles the participant oversees will show up.

Page 3 (Role Check)

Please select the corresponding job family/function to the below name(s) of the individual(s) occupying the role(s) you are asked to describe. If needed, refer to link at bottom of page to view more information on the employee(s) in that role as of 9/1/2020.

Section 1: Skills

1. How much education is expected of someone in the role?
 - a. NO education is expected
 - b. High school degree
 - c. Associate's degree
 - d. Bachelor's degree
 - e. Master's degree
 - f. PhD degree
2. **[Logic: Skip if No education is required is selected in #1]** Is education in specialized fields of study expected for this role? **Select all that apply.**
 - a. Computer Science
 - b. Engineering
 - c. Math
 - d. Information Systems
 - e. Business/Administration
 - f. Finance
 - g. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

3. Prior to hire, how many years of relevant work experience is expected for this role **at a minimum**?
 - a. NO work-related training or experience is expected
 - b. Less than 1 year
 - c. 1-2 years
 - d. 3-5 years
 - e. 6-10 years
 - f. 11-15 years
 - g. More than 15 years
4. **[Logic: Skip if No work-related training or experience is required is selected in #3]** Is relevant work experience in any specialized fields of study expected for this role? **Select all that apply.**
 - a. Computer Science
 - b. Engineering
 - c. Math
 - d. Information Systems
 - e. Business/Administration
 - f. Finance
 - g. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

5. Are certifications in a specific skill expected or helpful?
 - a. Yes, a certification is required
 - b. A certification is helpful, but not required
 - c. No, a certification is NOT required

6. (Logic: Skip if "No" is selected on #5) Please specify which certification(s) are helpful or expected (e.g., Foundations Associates Certification, OCI Certification, Architect's Associate, Operation's Associate)
- _____.
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?
- NO formal on-the-job training is required
 - A few days
 - A few weeks
 - 3 months
 - 6 months
 - 1 year
 - On-the-job training is consistently ongoing
8. About how much ramp-up time does it **typically** take a **new external hire** to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?
- NO ramp-up time is required
 - A few days
 - A few weeks
 - 3 months
 - 6 months
 - 1 year
9. About how much ramp-up time does it **typically** take an **internal lateral transfer** to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?
- NO ramp-up time is required
 - A few days
 - A few weeks
 - 3 months
 - 6 months
 - 1 year
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role **typically** require acquisition of new technical skills (e.g., new programming languages, programs, platforms)?
- Acquisition of new skills is **NOT** needed
 - New skills are needed **occasionally**, but the role can mostly be performed with existing skills
 - New skills are needed **often**; it would be somewhat difficult to perform the role without learning additional skills on the job
 - New skills are needed **consistently**; it would not be possible to perform the role without learning additional skills on the job
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role **typically** require the acquisition of new knowledge or information (e.g., new products, product features, standards)?
- Acquisition of new knowledge or information is **NOT** needed
 - New knowledge is needed **occasionally**, but the role can mostly be performed with existing knowledge or information
 - New knowledge is needed **often**; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job
 - New knowledge or information is needed **consistently**; it would be impossible to perform the role without learning additional knowledge or information on the job

12. How does this role **typically** acquire necessary new skills and abilities once they are on the job? **Select all that apply.**
- a. Formal education/training made available by Oracle
 - a. College or university-based schooling
 - b. Formal external training
 - c. Informal education/training (e.g., industry conferences)
 - d. "On-the-job" experience
 - e. Coaching and mentoring
 - f. Self-teaching
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?
- a. More than 2 times a month
 - b. 1-2 times a month
 - c. More than 2 times a year, but less than once a month
 - d. Less than once a year
 - e. Once a year
 - f. It depends on the employee
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?
- a. Yes
 - b. No
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?
- a. Yes
 - b. No

16. (Logic: skip if "No" is selected in #14) What **primary** programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?
Select all and only those that are expected of the role (and leave non-primary responses blank).
For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.

Rating Scale:

1. **Developing** – Able to read and understand the code; requires frequent guidance in writing code
2. **Proficient** – Writes code and debugs to solve typical to complex problems with occasional guidance

Advanced – Serves as a key resource to review code and advises others on writing code to solve complex problemsExpert – Identifies innovative applications and related systems to solve difficult or new problemsProgramming/Scripting Languages, Frameworks, and Databases	Developing	Proficient	Advanced	Expert
Java				
SQL				
C++				
Python				
C				
JavaScript				
R				
CSS				
C#				
XML				
HTML				
Shell				
Bash/CSH				
Perl				
Ruby				
PL/SQL				
pgSQL				
APEX				
TSQL				
GIT				
JSP				
Essbase				
PowerShell				
ODI				
VBScript				
BPEL				
Golang				
OJET/Angular JS				
Oracle ADF				
Oracle Database				
TensorFlow				
Spark				
Oracle MySQL				
Other (please specify _____)				
Other (please specify _____)				
Other (please specify _____)				
Other (please specify _____)				
Other (please specify _____)				

17. (Logic: skip if "No" is selected in #14) How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.

You may go back to check your responses for the previous question to make sure that you are responding to the same items you chose for that question.

Programming/Scripting Languages, Frameworks, and Databases	How difficult is it to find candidates with skills in this programming/scripting language, framework, and database in the external market?
Java	Easy / Moderate/ Difficult
SQL	Easy / Moderate/ Difficult
C++	Easy / Moderate/ Difficult
Python	Easy / Moderate/ Difficult
C	Easy / Moderate/ Difficult
JavaScript	Easy / Moderate/ Difficult
R	Easy / Moderate/ Difficult
CSS	Easy / Moderate/ Difficult
C#	Easy / Moderate/ Difficult
XML	Easy / Moderate/ Difficult
HTML	Easy / Moderate/ Difficult
Shell	Easy / Moderate/ Difficult
Bash/CSH	Easy / Moderate/ Difficult
Perl	Easy / Moderate/ Difficult
Ruby	Easy / Moderate/ Difficult
PL/SQL	Easy / Moderate/ Difficult
pgSQL	Easy / Moderate/ Difficult
APEX	Easy / Moderate/ Difficult
TSQL	Easy / Moderate/ Difficult
GIT	Easy / Moderate/ Difficult
JSP	Easy / Moderate/ Difficult
Essbase	Easy / Moderate/ Difficult
PowerShell	Easy / Moderate/ Difficult
ODI	Easy / Moderate/ Difficult
VBScript	Easy / Moderate/ Difficult
BPEL	Easy / Moderate/ Difficult
Golang	Easy / Moderate/ Difficult
OJET/Angular JS	Easy / Moderate/ Difficult
Oracle ADF	Easy / Moderate/ Difficult
Oracle Database	Easy / Moderate/ Difficult
TensorFlow	Easy / Moderate/ Difficult
Spark	Easy / Moderate/ Difficult
Oracle MySQL	Easy / Moderate/ Difficult
Other (please specify _____)	Easy / Moderate/ Difficult
Other (please specify _____)	Easy / Moderate/ Difficult
Other (please specify _____)	Easy / Moderate/ Difficult
Other (please specify _____)	Easy / Moderate/ Difficult
Other (please specify _____)	Easy / Moderate/ Difficult

Section 2: **Effort**

1. Which of the following **BEST** describes the **MOST common** type of problems being solved in the role?
 - a. a limited set of similar and repetitive problems
 - b. a limited set of problems with some variation
 - c. a wide range of similar and repetitive problems
 - d. a wide range of unique problems
 - e. a wide range of unique, evolving, and complex problems

2. Which of the following **BEST** describes the **MOST common** type of innovation and problem solving expected in the role?
 - a. **NO innovation and problem solving** is required; exact processes must always be followed.
 - b. **Some innovation and problem solving** may be required to troubleshoot technical problems or deal with novel circumstances
 - c. **Innovation and problem solving** is regularly needed to draft original documents or work products within established guidelines
 - d. **Substantial innovation and problem solving** is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives
 - e. **Exceptional innovation and problem solving** is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters

3. Which of the following **BEST** describes the complexity of work performed in the role?
 - a. **All work is simple in nature**, consisting of limited number of steps that can easily be completed without formal directions or manuals
 - b. **Some work requires multiple steps** which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task
 - c. **Most work requires multiple steps** which can be performed in various orders; some planning and prioritization must occur to complete the work effectively
 - d. **Most work requires multiple complex steps** which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task

4. Which of the following **BEST** describes the **MOST common** type of analytical problem solving required for the role?
 - a. **NO problem solving required**
 - b. **Limited problem solving required** - generally in the nature of troubleshooting simple processes or technology
 - c. **Deductive problem solving and some limited data analysis required** - solve moderately complex problems that have defined processes of diagnosis/detection
 - d. **Deductive and inductive problem solving and intermediate data analysis/interpretation required** – solve complex problems involving multiple approaches; often information is incomplete
 - e. **Deductive and inductive problem solving and advanced data analysis and interpretation required** - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting

5. Which of the following **BEST** describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?

- a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated
- b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data
- c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data
- d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data

Section 3: Responsibility

Internal/External Focus

1. The work performed in the role **primarily** has an:
 - a. internal Oracle focus
 - b. external customer focus
 - c. external partner focus
2. (Logic: Skip if internal Oracle focus is selected in #1) With which type of external customers does the role **primarily** provide services to?¹
 - a. Large businesses
 - b. Small and medium businesses
 - c. Government
 - d. Start-ups
 - e. Individual Consumers
 - f. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

3. Who is the **primary** user of the work outputs from the role?
 - a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)
 - b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)
 - c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)
 - d. External customer technical users (e.g., customer IT or developers)
 - e. External customer non-technical users (e.g., end users, laypeople, or the public)
 - f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)
4. Is the role **primarily** responsible for enabling critical business processes via Oracle products or services?
 - a. Yes – for **internal** Oracle customers
 - b. Yes – for **external** Oracle customers
 - c. No
5. Does the role require engaging with multiple levels of customers or leadership?
 - a. Yes, individual contributors and first-level managers
 - b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).
 - c. No

¹ In the analysis, this item was combined with Responsibility item #1 to show the complete results of the different external customers/partners employees would typically work with.

Strategic Responsibility

6. Check the box if employees in the role are involved in the responsibilities or activities listed below.

Responsibilities	Check the box if the responsibility applies to the role			
	Never	Sometimes	Often	Always
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle				
Developing policies for the team or organization at Oracle				
Developing standard procedures for the team or organization at Oracle				
Contributing to open-sourced technologies				
Applying external/industry standards or procedures to work activities				
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)				
Developing external strategic customers or clients (i.e., externally facing)				

Scope of Work

7. In executing on the responsibilities of this role, the employee **typically works**:

- individually
- with a single team
- with multiple coordinated teams within the same organization at Oracle
- with multiple coordinated teams across organizations at Oracle
- with multiple coordinated teams both within and outside of Oracle
- All of the above (depending on the project)

Consequences/Impact of Work Performed

8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following **BEST** describes the level of importance of the work activities/projects **typically** completed in the role?
- Highly critical and strategically important to the business
 - Moderately important to the business
 - Less important (e.g., keeping the lights on)
 - A regular mix of activities/projects with different levels of importance

Autonomy/Authority

9. How often does this role **typically** exercise autonomy in decision making?
- Never
 - Sometimes
 - Often
 - Always
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:
- main responsibility
 - some responsibility
 - It depends on the project

d. NO responsibility

11. Does the role **typically** include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?
- Yes – full team leadership for entire project
 - Yes – partial team or project leadership
 - It varies by project
 - No
12. Does the role require specific knowledge of any of the following technology or specialized technical skills? **Select all that apply.**²

- Algorithms
- Applications and Infrastructure Foundation
- Architecture
- Automation
- Backup and Recovery
- Code Health and Tools
- Cluster Management
- Connectivity/Networking
- Embedded Programming
- Network Protocols
- Operating Systems
- Open-sourced technologies
- Back-end application development – Business processing and workflow
- Back-end application development – Core engine development
- Front-end application development (mobile) - Conversation
- Front-end application development (mobile) - UI
- Front-end application development (web) - Conversation
- Front-end application development (web) - UI
- Applied Fusion Application Technologies
- Artificial intelligence
- Big data / massively parallel processing (MPP)
- Blockchain technologies
- Business Intelligence Development (dashboard development, report)
- Internet of Things (IoT)
- Data analytics
- Data integration
- Data science and machine learning
- Governance of Data
- Cloud Applications
- Cloud Infrastructure Services
- Cloud Technology
- Cloud Dev Ops
- Continuous integration/continuous deployment (CI/CD)
- Control and data plane development – Distributed systems
- Middleware
- Core database – Concurrency
- Core database – Development

² In the analysis, this item was re-categorized into the Skills section as the item asks about the technology or specialized skills that are expected.

- 38) Core database – Engineered Systems
- 39) Core database – High Availability
- 40) Core database – Interface Design
- 41) Core database – Modeling
- 42) Core database – Query Processing
- 43) Core database – Security
- 44) Core database – Transaction Processing
- 45) Core database - Other
- 46) Electrical diagrams and blueprints
- 47) Electronic systems development
- 48) Hardware (e.g., memory, hard drives, processors, network)
- 49) Hardware systems support
- 50) Knowledge management, documentation and/or collateral
- 51) Reliability engineering – Networking
- 52) Reliability engineering – Operations
- 53) Reliability engineering – Systems engineering
- 54) Reliability engineering – Other
- 55) Software optimization
- 56) Software test engineering
- 57) Testing processes and tools
- 58) Anti-virus/Malware/End-point protection
- 59) Privacy & Identity technologies
- 60) Security – Hardware
- 61) Security – Software
- 62) Security – Threat and response
- 63) Security – Other
- 64) System manageability
- 65) System performance and optimization
- 66) Systems analysis and/or evaluation
- 67) Systems design
- 68) Systems software development
- 69) Usability engineering
- 70) Business analysis and/or process
- 71) Capacity planning
- 72) Competitive knowledge
- 73) Customer briefings
- 74) Domain experience and/or expertise (applications space where the product is sold into)
- 75) Fusion sales cloud support
- 76) Presentation development
- 77) Go-to-Market strategy development for application products
- 78) Incident Management
- 79) Project and development lifecycle management
- 80) Technical solution development
- 81) Readiness programs
- g. Not applicable
- h. Other (please specify in the next question)

If “Other” is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

13. Which of the following **BEST** describes the product or service on which this role spends the **MOST** time?
- a. An existing Oracle product or service

- b. An existing product or service, but with new features frequently under development
- c. A newly released Oracle product or service
- d. An unreleased product or service still in development
- e. A third-party product or service

14. Which of the following **BEST** describes the product or service area on which this role spends the **MOST** time?

- a. Existing product or service that requires maintenance and support
- b. Existing product that requires maintenance and support with ongoing development of new features or functionalities
- c. Product or service under development
- d. Product or service under development that is identified as having strategic value to Oracle

15. Which of the following **BEST** describes the type of product or service on which this role spends the **MOST** time?

- a. Cloud products or services
- b. On-Premise products or services
- c. Hardware products or services
- d. None of the above apply to this role
- e. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

16. Which of the following Oracle products does this role **primarily** support or work on (select all that apply)?

Please note that the product categories are listed before the actual products
(e.g., **Infrastructure** (product category) - Analytics (product)).

Oracle Product Line	Check if this role primarily works on this Oracle product line
Infrastructure - Analytics	
Infrastructure - Autonomous Database	
Infrastructure - Compute	
Infrastructure - Database	
Infrastructure - Database Cloud Services	
Infrastructure - Hardware	
Infrastructure - Integration	
Infrastructure - Management and Governance	
Infrastructure - MySQL Cloud	
Infrastructure - Networking	
Infrastructure - Security, Identity and Compliance	
Infrastructure - Storage	
Infrastructure - All Cloud Infrastructure	
App Dev and Applied Advanced Technologies - Application Development	
App Dev and Applied Advanced Technologies - Artificial Intelligence	
App Dev and Applied Advanced Technologies - Big Data	
App Dev and Applied Advanced Technologies - Blockchain	
App Dev and Applied Advanced Technologies - Data Science	

App Dev and Applied Advanced Technologies - Exadata	
App Dev and Applied Advanced Technologies - Intelligent Bots	
App Dev and Applied Advanced Technologies - IoT	
App Dev and Applied Advanced Technologies - Java	
Cloud Apps - Commerce	
Cloud Apps - Data Cloud	
Cloud Apps - Enterprise Performance Management	
Cloud Apps - Enterprise Resource Planning	
Cloud Apps - Human Capital Management	
Cloud Apps - Manufacturing	
Cloud Apps - Marketing	
Cloud Apps - NetSuite	
Cloud Apps - Procurement	
Cloud Apps - Sales	
Cloud Apps - Service	
Cloud Apps - Supply Chain Management	
Cloud Apps - All Cloud Applications	
Enterprise Apps - Ebusiness Suite	
Enterprise Apps - JD Edwards	
Enterprise Apps - PeopleSoft	
Enterprise Apps - Siebel	
Industries - Banking and Insurance	
Industries - Communications	
Industries - Engineering and Construction	
Industries - Food and Beverage	
Industries - Healthcare	
Industries - Hospitality	
Industries - Life Sciences	
Industries - Public Sector	
Industries - Retail	
Industries - Utilities	
Industries - All Industry Solutions	
On Premise Products - Oracle Database	
On Premise Products - MySQL Database	
On Premise Products - Analytics Server	
On Premise Products - Java	
On Premise Products - Oracle Linux	
On Premise Products - Middleware	
On Premise Products - Engineered Systems	
On Premise Products - GraalVM	
Other (please specify in the next question)	

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

PRODUCT DEVELOPMENT: Applications Developer 3-5 ONLY

17. **[Applications Developer Job Family]** This particular role is focused on **(select all that apply)**:
- a. Development
 - b. QA/Testing
 - c. Strategy
 - d. Product Management
 - e. None of the above apply to this role
 - f. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

18. **[Applications Developer Job Family]** **[Logic: If Development was selected in #17]** Please select the types of work that **best** describe the development responsibilities expected of this role **(select all that apply)**:
- a. Cloud/Release Engineering
 - b. User Interface (UI) Development
 - c. Back-end Application Development
 - d. Front-end Application Development
 - e. Security Application Development
 - f. Reporting
 - g. Database Engineering/Administration
 - h. None of the above apply to this role
 - i. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

19. **[Applications Developer Job Family]** **[Logic: If QA/Testing was selected in #17]** Please select the types of work that **best** describe the development responsibilities expected of this role **(select all that apply)**:
- a. Functional Testing
 - b. Test Automation
 - c. Stress Testing
 - d. Security Testing
 - e. Accessibility Testing
 - f. None of the above apply to this role
 - g. Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

IT or SUPPORT ONLY

20. **[Programmer Analyst (IT)]** Which type of support or service do employees in the role **primarily** provide?
- a. General support (handles technical transactions to solve customer issues submitted through tickets)
 - b. Responsible for building relationships with critical customers
 - c. Provides advanced Cloud-based support
 - d. Provides on-premise support to customers
 - e. Other types of advanced customer service or support
21. **["Technical Analyst (Support)]** Which type of support or service do employees in the role **primarily** provide?

- a. General support (handles technical transactions to solve customer issues submitted through tickets)
- b. Responsible for building relationships with critical customers
- c. Provides advanced Cloud-based support
- d. Provides on-premise support to customers
- e. Other types of advanced customer service or support

Section 4: Working Conditions

Work Hours

1. Check the box if the role typically involves work in the following conditions (as needed).

Working Conditions	Never	Sometimes	Often	Always
Working varying hours of the day				
Working overnight				
Working on pager duty				
Intense concentration and mental exertion				
Working long hours				

2. The role requires on-call rotation as needed.
- Yes – only during the workday
 - Yes – only during the weekend
 - Yes – both during the workday and weekend
 - No
3. Which of the following **BEST** describes the workload for the role?
- Spread evenly across the year
 - Distinct peaks and valleys

Work Location / Flexibility

4. **Pre-COVID**, did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?
- Yes – only during the workday
 - Yes – only during the weekend
 - Yes – both during the workday and weekend
 - No
5. **[Logic: Skip if No is selected in #60]** If the role allowed for flexible work arrangements **pre-COVID**, what type of arrangement were allowed? **Select all that apply.**
- 4-day week
 - Part-time work
 - Weekend-shift only
 - Alternative/Customized work weeks
 - Other (please specify in the next question)
6. **Pre-COVID**, this role **typically** spent the **MOST** time working:
- Remotely (e.g., from home)
 - In a dedicated office or lab at Oracle
 - At the customer site (i.e., non-Oracle)
 - Other (please specify in the next question)

If "Other" is selected, a follow-up question will show up on the next page for the participant to provide open responses in a text box.

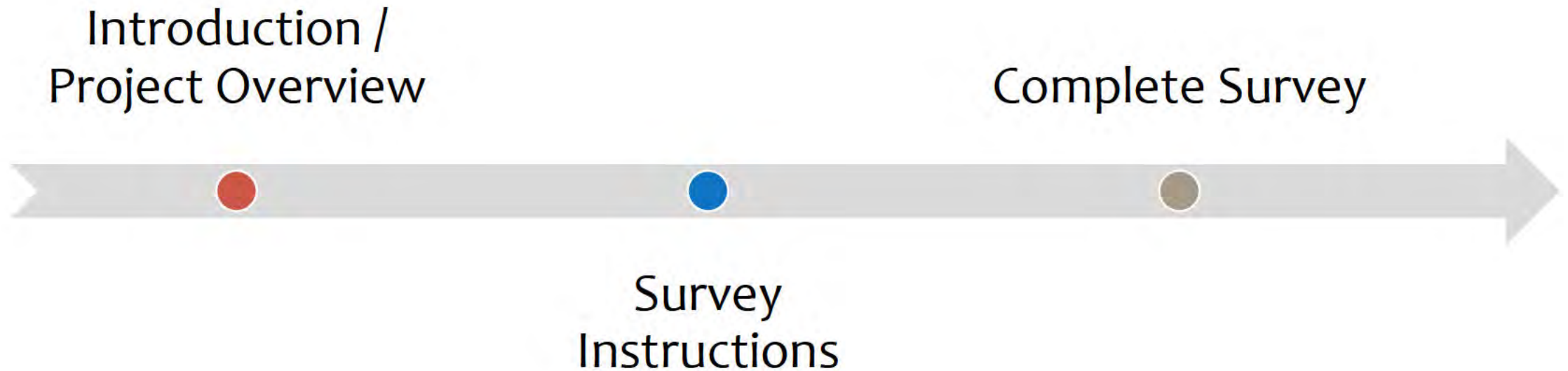
Travel

7. **Pre-COVID**, did the role require any traveling?
 - a. Yes
 - b. No
8. [Logic: Skip if NO travel is required at all is selected in #7] **Pre-COVID**, what type of traveling did the role require? **Select all that apply.**
 - a. Travels domestically to and from locations during the workday
 - b. Travels domestically to and from locations requiring an overnight stay
 - c. Travels domestically to and from locations requiring consecutive overnight stays
 - d. Travels internationally to and from locations requiring overnight stays
 - e. Travels internationally to and from locations requiring extended overnight stays
 - f. Travels internationally and domestically to and from locations requiring overnight stays
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (**pre-COVID**)?
 - a. Once or twice a year
 - b. Two to four times a year (e.g., quarterly)
 - c. Five to ten times a year
 - d. More than ten times a year (e.g., monthly, weekly)
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (**pre-COVID**)?
 - a. Less than 1 hour per week
 - b. 1-5 hours per week
 - c. 6-10 hours per week
 - d. 11-15 hours per week
 - e. 16 or more hours per week

Attachment G

Oracle *Job Analysis Survey Focus Group*

Agenda



Project Goals



Identify the **commonalities and differences** among individual roles within the same job code.

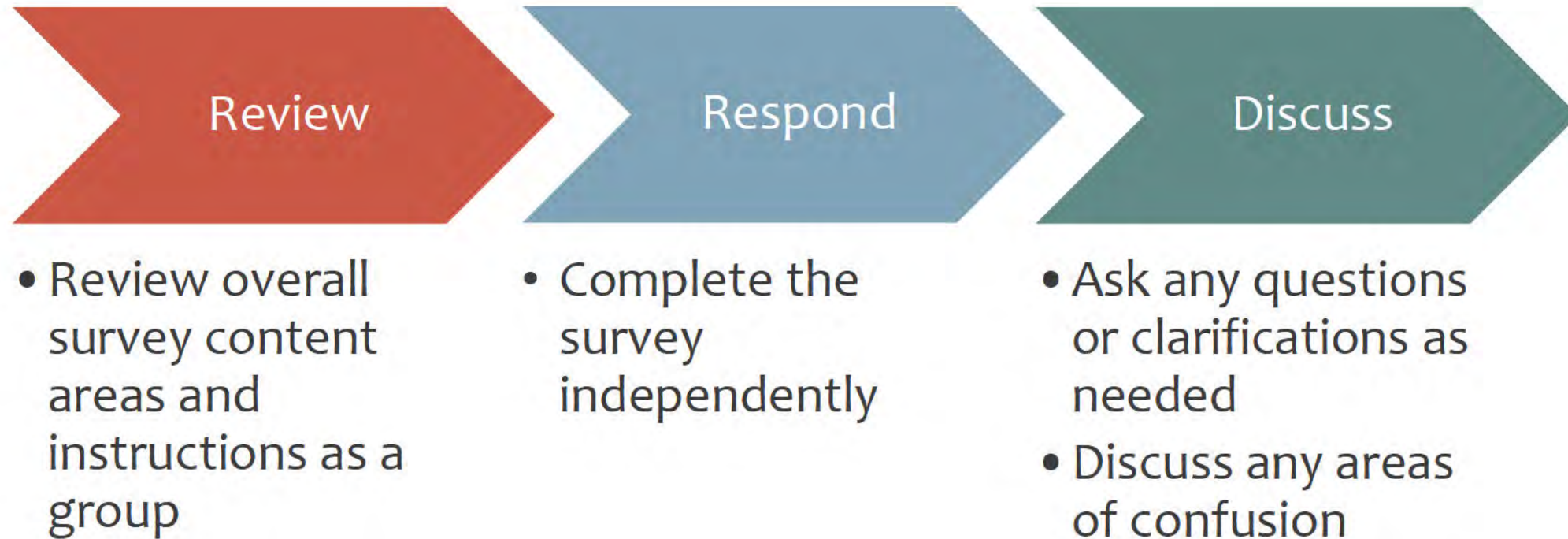
Analysis Output



Analyses will be done to describe particular roles in the following factors:

1. Responsibility
2. Skills
3. Effort
4. Working Conditions

General Content Review Process



Survey Section Overview

You will be asked to provide information about some of the factors that define the type of work performed in this role

Responsibility

- Level of autonomy and accountability or specific specialty/focus areas

Effort

- The amount of physical or mental exertion (e.g., complex problem solving)

Skills

- Experience, ability, education, and training

Working Conditions

- Environmental conditions, work sites, and traveling requirement

Survey Procedures

- Survey link will be sent in the Zoom chat
- Estimated time to complete the survey is 20-40 minutes
- If you have questions during the survey, please use the "raise hand" feature and a facilitator will call on you
- Once you finish the survey, you may sign off
- If you are unable to finish the survey during this call, please let the facilitators know and they will instruct you how to proceed
- If you have trouble accessing the survey, please ask the facilitator and they will investigate the issue

Login to Your Survey

- Enter your Oracle email address to authenticate and view your customized survey
- Determining which roles you will describe
 - Names of some current employees for whom records indicate you were a first-level or second-level manager (as of 9/1/2020) will be provided
 - Please select all the roles (max of 5) you are familiar with and have managed within the past 12 months
 - You will be describing the **ROLE** not the person who happens to occupy it currently
 - We have provided you with specific names so that you are clear on the role you are describing
 - If the employee is no longer in the role today, you can still describe their prior **role** if you are familiar with it
 - Details about the specific job codes, titles, and organizations for the roles you are describing/responding about will be available on each page (*there may be extra spaces in this section*)

General Survey Instructions

- Read each question carefully, some questions may sound similar
- We want your honest and open responses
- Please answer all questions for each role you are describing

Example Questions



Oracle Compensable
Factors Survey



How many hours per working day do employees typically work in the role?

	Scott Johnson	Jane Doe
10-12 hours	<input type="radio"/>	<input type="radio"/>
7-9 hours	<input type="radio"/>	<input type="radio"/>
4-6 hours	<input type="radio"/>	<input type="radio"/>
1-3 hours	<input type="radio"/>	<input type="radio"/>

Please click on the "**Click here to view more information for the current employees in the role**" to view the job code, discretionary job title, and organization information.

[Click here to view more information for the current employees in the role](#)

Example Questions

Check the box if the role involves any responsibilities listed below. **Select all that apply.**

	Scott Johnson	Jane Doe
Attending mandatory training programs	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring junior employees	<input type="checkbox"/>	<input type="checkbox"/>
Participating in hiring new employees	<input type="checkbox"/>	<input type="checkbox"/>
Other / Not Applicable	<input type="checkbox"/>	<input type="checkbox"/>

Please click on the "**Click here to view more information for the current employees in the role**" to view the job code, discretionary job title, and organization information.

[Click here to view more information for the current employees in the role](#)

You may now begin your survey

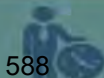
- The survey link will be sent now in the chat
- Use the "raise hand" feature if you have any questions or issues and a facilitator will call on you to discuss

Survey Instructions

- Enter your Oracle email address to authenticate and view your customized survey
- Select the roles you will describe
- Please select all the roles (**max of 5**) you are familiar with and have managed within the past 12 months
- If the employee is no longer in the role today, you can still describe their prior role if you are familiar with it
- Details about the specific job codes, titles, and organizations for the roles you are describing/responding about will be available on each page (*there may be extra spaces in this section*)
- Read each question carefully, some questions may sound similar
- We want your honest and open responses
- Please answer **all questions for each role** you are describing
- We have provided you with specific names so that you are clear on the role you are describing
- You will be describing the ROLE not the person who happens to occupy it currently

Thank You!

We appreciate your time and contributions!



Attachment H

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of new technical skills (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of new knowledge or information (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
<i>Java</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>SQL</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C++</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>Python</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>JavaScript</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 2			Software Developer 2 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Expert						
<i>PL/SQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>pgSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>APEX</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>TSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>GIT</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>JSP</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Essbase</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>PowerShell</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>ODI</i>						
Developing						
Proficient						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Advanced					
	Expert					
<i>VBScript</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>BPEL</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Golang</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>OJET/Angular JS</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle ADF</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle Database</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>TensorFlow</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Spark</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle MySQL</i>						
	Developing					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)														
	Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Proficient																		
Advanced																		
Expert																		
Other-1																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-2																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-3																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-4																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-5																		
Developing																		
Proficient																		
Advanced																		
Expert																		
17. (Logic: skip if "No" is selected in #15) How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																		
Easy																		
Moderate																		
Difficult																		
SQL																		
Easy																		
Moderate																		
Difficult																		
C++																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>Python</i>						
Easy						
Moderate						
Difficult						
<i>C</i>						
Easy						
Moderate						
Difficult						
<i>JavaScript</i>						
Easy						
Moderate						
Difficult						
<i>R</i>						
Easy						
Moderate						
Difficult						
<i>CSS</i>						
Easy						
Moderate						
Difficult						
<i>C#</i>						
Easy						
Moderate						
Difficult						
<i>XML</i>						
Easy						
Moderate						
Difficult						
<i>HTML</i>						
Easy						
Moderate						
Difficult						
<i>Shell</i>						
Easy						
Moderate						
Difficult						
<i>Bash/CSH</i>						
Easy						
Moderate						
Difficult						
<i>Perl</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>Ruby</i>						
Easy						
Moderate						
Difficult						
<i>PL/SQL</i>						
Easy						
Moderate						
Difficult						
<i>pgSQL</i>						
Easy						
Moderate						
Difficult						
<i>APEX</i>						
Easy						
Moderate						
Difficult						
<i>TSQL</i>						
Easy						
Moderate						
Difficult						
<i>GIT</i>						
Easy						
Moderate						
Difficult						
<i>JSP</i>						
Easy						
Moderate						
Difficult						
<i>Essbase</i>						
Easy						
Moderate						
Difficult						
<i>PowerShell</i>						
Easy						
Moderate						
Difficult						
<i>ODI</i>						
Easy						
Moderate						
Difficult						
<i>VBScript</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>BPEL</i>						
Easy						
Moderate						
Difficult						
<i>Golang</i>						
Easy						
Moderate						
Difficult						
<i>OJET/Angular JS</i>						
Easy						
Moderate						
Difficult						
<i>Oracle ADF</i>						
Easy						
Moderate						
Difficult						
<i>Oracle Database</i>						
Easy						
Moderate						
Difficult						
<i>TensorFlow</i>						
Easy						
Moderate						
Difficult						
<i>Spark</i>						
Easy						
Moderate						
Difficult						
<i>Oracle MySQL</i>						
Easy						
Moderate						
Difficult						
<i>Other-1</i>						
Easy						
Moderate						
Difficult						
<i>Other-2</i>						
Easy						
Moderate						
Difficult						
<i>Other-3</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Expert						
Other-4						
Easy						
Moderate						
Expert						
Other-5						
Easy						
Moderate						
Expert						
(Original Responsibility Item #12) . Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res
1) Algorithms						
2) Applications and Infrastructure Foundation						
3) Architecture						
4) Automation						
5) Backup and Recovery						
6) Code Health and Tools						
7) Cluster Management						
8) Connectivity/Networking						
9) Embedded Programming						
10) Network Protocols						
11) Operating Systems						
12) Open-sourced technologies						
13) Back-end application development – Business processing and workflow						
14) Back-end application development – Core engine development						
15) Front-end application development (mobile) - Conversation						
16) Front-end application development (mobile) - UI						
17) Front-end application development (web) - Conversation						
18) Front-end application development (web) - UI						
19) Applied Fusion Application Technologies						
20) Artificial intelligence						
21) Big data / massively parallel processing (MPP)						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3						Software Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Yes																		
b. No																		

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
Java																		
Developing																		
Proficient																		
Advanced																		
Expert																		
SQL																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C++																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Python																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C																		
Developing																		
Proficient																		
Advanced																		
Expert																		
JavaScript																		
Developing																		
Proficient																		
Advanced																		
Expert																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 3			Software Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Expert						
<i>PL/SQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>pgSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>APEX</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>TSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>GIT</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>JSP</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Essbase</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>PowerShell</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>ODI</i>						
Developing						
Proficient						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Advanced					
	Expert					
<i>VBScript</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>BPEL</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Golang</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>OJET/Angular JS</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle ADF</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle Database</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>TensorFlow</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Spark</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle MySQL</i>						
	Developing					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)														
	Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Proficient																		
Advanced																		
Expert																		
Other-1																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-2																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-3																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-4																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-5																		
Developing																		
Proficient																		
Advanced																		
Expert																		
17. (Logic: skip if "No" is selected in #15) How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																		
Easy																		
Moderate																		
Difficult																		
SQL																		
Easy																		
Moderate																		
Difficult																		
C++																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 3			Software Developer 3 (Combined Options)		
		Band 1	Band 3		Band 1	Band 3	
	Easy						
	Moderate						
	Difficult						
Python							
	Easy						
	Moderate						
	Difficult						
C							
	Easy						
	Moderate						
	Difficult						
JavaScript							
	Easy						
	Moderate						
	Difficult						
R							
	Easy						
	Moderate						
	Difficult						
CSS							
	Easy						
	Moderate						
	Difficult						
C#							
	Easy						
	Moderate						
	Difficult						
XML							
	Easy						
	Moderate						
	Difficult						
HTML							
	Easy						
	Moderate						
	Difficult						
Shell							
	Easy						
	Moderate						
	Difficult						
Bash/CSH							
	Easy						
	Moderate						
	Difficult						
Perl							

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>Ruby</i>						
Easy						
Moderate						
Difficult						
<i>PL/SQL</i>						
Easy						
Moderate						
Difficult						
<i>pgSQL</i>						
Easy						
Moderate						
Difficult						
<i>APEX</i>						
Easy						
Moderate						
Difficult						
<i>TSQL</i>						
Easy						
Moderate						
Difficult						
<i>GIT</i>						
Easy						
Moderate						
Difficult						
<i>JSP</i>						
Easy						
Moderate						
Difficult						
<i>Essbase</i>						
Easy						
Moderate						
Difficult						
<i>PowerShell</i>						
Easy						
Moderate						
Difficult						
<i>ODI</i>						
Easy						
Moderate						
Difficult						
<i>VBScript</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>BPEL</i>						
Easy						
Moderate						
Difficult						
<i>Golang</i>						
Easy						
Moderate						
Difficult						
<i>OJET/Angular JS</i>						
Easy						
Moderate						
Difficult						
<i>Oracle ADF</i>						
Easy						
Moderate						
Difficult						
<i>Oracle Database</i>						
Easy						
Moderate						
Difficult						
<i>TensorFlow</i>						
Easy						
Moderate						
Difficult						
<i>Spark</i>						
Easy						
Moderate						
Difficult						
<i>Oracle MySQL</i>						
Easy						
Moderate						
Difficult						
<i>Other-1</i>						
Easy						
Moderate						
Difficult						
<i>Other-2</i>						
Easy						
Moderate						
Difficult						
<i>Other-3</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)																																																																																					
	Band 1	Band 3	Combined	Band 1	Band 3	Combined																																																																																			
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Moderate																																																																																									
Expert																																																																																									
Other-4																																																																																									
Easy																																																																																									
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Expert																																																																																									
Other-5																																																																																									
Easy																																																																																									
Moderate																																																																																									
Expert																																																																																									
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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4						Software Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4						Software Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?																		
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?																		
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?																		
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4									Software Developer 4 (Combined Options)									
	Band 1			Band 3			Combined			Band 1			Band 3			Combined			
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2	
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?																			
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																			
<i>Java</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			
<i>SQL</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			
<i>C++</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			
<i>Python</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			
<i>C</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			
<i>JavaScript</i>																			
Developing																			
Proficient																			
Advanced																			
Expert																			

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 4			Software Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Expert						
<i>PL/SQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>pgSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>APEX</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>TSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>GIT</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>JSP</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Essbase</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>PowerShell</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>ODI</i>						
Developing						
Proficient						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Advanced					
	Expert					
<i>VBScript</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>BPEL</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Golang</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>OJET/Angular JS</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle ADF</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle Database</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>TensorFlow</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Spark</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle MySQL</i>						
	Developing					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 4			Software Developer 4 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
	Proficient																		
	Advanced																		
	Expert																		
Other-1																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. (Logic: skip if "No" is selected in #15) How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
Python						
Easy						
Moderate						
Difficult						
C						
Easy						
Moderate						
Difficult						
JavaScript						
Easy						
Moderate						
Difficult						
R						
Easy						
Moderate						
Difficult						
CSS						
Easy						
Moderate						
Difficult						
C#						
Easy						
Moderate						
Difficult						
XML						
Easy						
Moderate						
Difficult						
HTML						
Easy						
Moderate						
Difficult						
Shell						
Easy						
Moderate						
Difficult						
Bash/CSH						
Easy						
Moderate						
Difficult						
Perl						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>Ruby</i>						
Easy						
Moderate						
Difficult						
<i>PL/SQL</i>						
Easy						
Moderate						
Difficult						
<i>pgSQL</i>						
Easy						
Moderate						
Difficult						
<i>APEX</i>						
Easy						
Moderate						
Difficult						
<i>TSQL</i>						
Easy						
Moderate						
Difficult						
<i>GIT</i>						
Easy						
Moderate						
Difficult						
<i>JSP</i>						
Easy						
Moderate						
Difficult						
<i>Essbase</i>						
Easy						
Moderate						
Difficult						
<i>PowerShell</i>						
Easy						
Moderate						
Difficult						
<i>ODI</i>						
Easy						
Moderate						
Difficult						
<i>VBScript</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3		Band 1	Band 3	
	Easy					
	Moderate					
	Difficult					
<i>BPEL</i>						
	Easy					
	Moderate					
	Difficult					
<i>Golang</i>						
	Easy					
	Moderate					
	Difficult					
<i>OJET/Angular JS</i>						
	Easy					
	Moderate					
	Difficult					
<i>Oracle ADF</i>						
	Easy					
	Moderate					
	Difficult					
<i>Oracle Database</i>						
	Easy					
	Moderate					
	Difficult					
<i>TensorFlow</i>						
	Easy					
	Moderate					
	Difficult					
<i>Spark</i>						
	Easy					
	Moderate					
	Difficult					
<i>Oracle MySQL</i>						
	Easy					
	Moderate					
	Difficult					
<i>Other-1</i>						
	Easy					
	Moderate					
	Difficult					
<i>Other-2</i>						
	Easy					
	Moderate					
	Difficult					
<i>Other-3</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Expert						
Other-4						
Easy						
Moderate						
Expert						
Other-5						
Easy						
Moderate						
Expert						
(Original Responsibility Item #12) . Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res
1) Algorithms						
2) Applications and Infrastructure Foundation						
3) Architecture						
4) Automation						
5) Backup and Recovery						
6) Code Health and Tools						
7) Cluster Management						
8) Connectivity/Networking						
9) Embedded Programming						
10) Network Protocols						
11) Operating Systems						
12) Open-sourced technologies						
13) Back-end application development – Business processing and workflow						
14) Back-end application development – Core engine development						
15) Front-end application development (mobile) - Conversation						
16) Front-end application development (mobile) - UI						
17) Front-end application development (web) - Conversation						
18) Front-end application development (web) - UI						
19) Applied Fusion Application Technologies						
20) Artificial intelligence						
21) Big data / massively parallel processing (MPP)						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5						Software Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?																		
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
<i>Java</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>SQL</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C++</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>Python</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>JavaScript</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 5			Software Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Expert						
<i>PL/SQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>pgSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>APEX</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>TSQL</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>GIT</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>JSP</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Essbase</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>PowerShell</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>ODI</i>						
Developing						
Proficient						

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**Compensation Factors Survey
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Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Advanced					
	Expert					
<i>VBScript</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>BPEL</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Golang</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>OJET/Angular JS</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle ADF</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle Database</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>TensorFlow</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Spark</i>						
	Developing					
	Proficient					
	Advanced					
	Expert					
<i>Oracle MySQL</i>						
	Developing					

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Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills

		Software Developer 5						Software Developer 5 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
	Proficient																		
	Advanced																		
	Expert																		
Other-1																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. (Logic: skip if “No” is selected in #15) How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
<i>Python</i>						
Easy						
Moderate						
Difficult						
<i>C</i>						
Easy						
Moderate						
Difficult						
<i>JavaScript</i>						
Easy						
Moderate						
Difficult						
<i>R</i>						
Easy						
Moderate						
Difficult						
<i>CSS</i>						
Easy						
Moderate						
Difficult						
<i>C#</i>						
Easy						
Moderate						
Difficult						
<i>XML</i>						
Easy						
Moderate						
Difficult						
<i>HTML</i>						
Easy						
Moderate						
Difficult						
<i>Shell</i>						
Easy						
Moderate						
Difficult						
<i>Bash/CSH</i>						
Easy						
Moderate						
Difficult						
<i>Perl</i>						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Difficult						
Ruby						
Easy						
Moderate						
Difficult						
PL/SQL						
Easy						
Moderate						
Difficult						
pgSQL						
Easy						
Moderate						
Difficult						
APEX						
Easy						
Moderate						
Difficult						
TSQL						
Easy						
Moderate						
Difficult						
GIT						
Easy						
Moderate						
Difficult						
JSP						
Easy						
Moderate						
Difficult						
Essbase						
Easy						
Moderate						
Difficult						
PowerShell						
Easy						
Moderate						
Difficult						
ODI						
Easy						
Moderate						
Difficult						
VBScript						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

		Software Developer 5			Software Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Easy						
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Easy						
Moderate						
Expert						
Other-4						
Easy						
Moderate						
Expert						
Other-5						
Easy						
Moderate						
Expert						
(Original Responsibility Item #12) . Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res
1) Algorithms						
2) Applications and Infrastructure Foundation						
3) Architecture						
4) Automation						
5) Backup and Recovery						
6) Code Health and Tools						
7) Cluster Management						
8) Connectivity/Networking						
9) Embedded Programming						
10) Network Protocols						
11) Operating Systems						
12) Open-sourced technologies						
13) Back-end application development – Business processing and workflow						
14) Back-end application development – Core engine development						
15) Front-end application development (mobile) - Conversation						
16) Front-end application development (mobile) - UI						
17) Front-end application development (web) - Conversation						
18) Front-end application development (web) - UI						
19) Applied Fusion Application Technologies						
20) Artificial intelligence						
21) Big data / massively parallel processing (MPP)						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 1: Skills**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 3						Software Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 4						Software Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 5						Software Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?																		
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required – solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 2: Effort**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below.																		
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Never																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service area</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						

Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility

	Software Developer 2			Software Developer 2 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Oracle Linux						
On Premise Products - Middleware						
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3						Software Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Never																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3						Software Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service area</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 3			Software Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Oracle Linux						
On Premise Products - Middleware						
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission <u>critical business processes</u> via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below.																		
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4			Software Developer 4 (Combined Options)														
	Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)			9.27			5.35												
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Never																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service area</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 4			Software Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Oracle Linux						
On Premise Products - Middleware						
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission <u>critical business processes</u> via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5						Software Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Never																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service area</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5						Software Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility**

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						

Compensation Factors Survey
for Software Developer by Salary Grade
Section 3: Responsibility

	Software Developer 5			Software Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Oracle Linux						
On Premise Products - Middleware						
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Compensation Factors Survey

Section 4: Working Conditions

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. Check the box if the role typically involves work in the following conditions (as needed).																		
Working varying hours of the day																		
Never																		
Sometimes																		
Often																		
Always																		
Working overnight																		
Never																		
Sometimes																		
Often																		
Always																		
Working on pager duty																		
Never																		
Sometimes																		
Often																		
Always																		
Intense concentration and mental exertion																		
Never																		
Sometimes																		
Often																		
Always																		
Working long hours																		
Never																		
Sometimes																		
Often																		
Always																		
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 2									Software Developer 2 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role <u>typically</u> spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 2						Software Developer 2 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
2. The role requires on-call rotation as needed.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
3. Which of the following BEST describes the workload for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 3									Software Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 3						Software Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment H

**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
2. The role requires on-call rotation as needed.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
3. Which of the following BEST describes the workload for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 4									Software Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 4						Software Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
2. The role requires on-call rotation as needed.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
3. Which of the following <u>BEST</u> describes the workload for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 5									Software Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

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**Compensation Factors Survey
for Software Developer by Salary Grade
Section 4: Working Conditions**

	Software Developer 5						Software Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a year																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 3						Applications Developer 3 (Combined Options)								
	Band 1		Band 3		Combined		Band 1		Band 3		Combined				
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	χ ²
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?															
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.															
Java															
Developing															
Proficient															
Advanced															
Expert															
SQL															
Developing															
Proficient															
Advanced															
Expert															
C++															
Developing															
Proficient															
Advanced															
Expert															
Python															
Developing															
Proficient															
Advanced															
Expert															
C															
Developing															
Proficient															
Advanced															
Expert															
JavaScript															
Developing															
Proficient															
Advanced															
Expert															
R															

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Developing						
	Proficient						
	Advanced						
	Expert						
CSS							
	Developing						
	Proficient						
	Advanced						
	Expert						
C#							
	Developing						
	Proficient						
	Advanced						
	Expert						
XML							
	Developing						
	Proficient						
	Advanced						
	Expert						
HTML							
	Developing						
	Proficient						
	Advanced						
	Expert						
Shell							
	Developing						
	Proficient						
	Advanced						
	Expert						
Bash/CSH							
	Developing						
	Proficient						
	Advanced						
	Expert						
Perl							
	Developing						
	Proficient						
	Advanced						
	Expert						
Ruby							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
	Advanced																		
	Expert																		
Other-1																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			
	Easy																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Python</i>							
	Easy						
	Moderate						
	Difficult						
<i>C</i>							
	Easy						
	Moderate						
	Difficult						
<i>JavaScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>R</i>							
	Easy						
	Moderate						
	Difficult						
<i>CSS</i>							
	Easy						
	Moderate						
	Difficult						
<i>C#</i>							
	Easy						
	Moderate						
	Difficult						
<i>XML</i>							
	Easy						
	Moderate						
	Difficult						
<i>HTML</i>							
	Easy						
	Moderate						
	Difficult						
<i>Shell</i>							
	Easy						
	Moderate						
	Difficult						
<i>Bash/CSH</i>							
	Easy						
	Moderate						
	Difficult						
<i>Perl</i>							
	Easy						

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Ruby</i>							
	Easy						
	Moderate						
	Difficult						
<i>PL/SQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>pgSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>APEX</i>							
	Easy						
	Moderate						
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 3			Applications Developer 3 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
	Moderate																		
	Expert																		
Other-4																			
	Easy																		
	Moderate																		
	Expert																		
Other-5																			
	Easy																		
	Moderate																		
	Expert																		
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.		N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1) Algorithms																			
2) Applications and Infrastructure Foundation																			
3) Architecture																			
4) Automation																			
5) Backup and Recovery																			
6) Code Health and Tools																			
7) Cluster Management																			
8) Connectivity/Networking																			
9) Embedded Programming																			
10) Network Protocols																			
11) Operating Systems																			
12) Open-sourced technologies																			
13) Back-end application development – Business processing and workflow																			
14) Back-end application development – Core engine development																			
15) Front-end application development (mobile) - Conversation																			
16) Front-end application development (mobile) - UI																			
17) Front-end application development (web) - Conversation																			
18) Front-end application development (web) - UI																			
19) Applied Fusion Application Technologies																			
20) Artificial intelligence																			
21) Big data / massively parallel processing (MPP)																			
22) Blockchain technologies																			

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 3			Applications Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 3			Applications Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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Section 1: Skills**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a year																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
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Section 1: Skills**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?																		
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
Java																		
Developing																		
Proficient																		
Advanced																		
Expert																		
SQL																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C++																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Python																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C																		
Developing																		
Proficient																		
Advanced																		
Expert																		
JavaScript																		
Developing																		
Proficient																		
Advanced																		
Expert																		
R																		

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Developing						
	Proficient						
	Advanced						
	Expert						
CSS							
	Developing						
	Proficient						
	Advanced						
	Expert						
C#							
	Developing						
	Proficient						
	Advanced						
	Expert						
XML							
	Developing						
	Proficient						
	Advanced						
	Expert						
HTML							
	Developing						
	Proficient						
	Advanced						
	Expert						
Shell							
	Developing						
	Proficient						
	Advanced						
	Expert						
Bash/CSH							
	Developing						
	Proficient						
	Advanced						
	Expert						
Perl							
	Developing						
	Proficient						
	Advanced						
	Expert						
Ruby							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
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		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 4						Applications Developer 4 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
	Advanced																		
	Expert																		
Other-1																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			
	Easy																		

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**Compensation Factors Survey
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Section 1: Skills**

		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Python</i>							
	Easy						
	Moderate						
	Difficult						
<i>C</i>							
	Easy						
	Moderate						
	Difficult						
<i>JavaScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>R</i>							
	Easy						
	Moderate						
	Difficult						
<i>CSS</i>							
	Easy						
	Moderate						
	Difficult						
<i>C#</i>							
	Easy						
	Moderate						
	Difficult						
<i>XML</i>							
	Easy						
	Moderate						
	Difficult						
<i>HTML</i>							
	Easy						
	Moderate						
	Difficult						
<i>Shell</i>							
	Easy						
	Moderate						
	Difficult						
<i>Bash/CSH</i>							
	Easy						
	Moderate						
	Difficult						
<i>Perl</i>							
	Easy						

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		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3		Band 1	Band 3	
	Moderate						
	Difficult						
<i>Ruby</i>							
	Easy						
	Moderate						
	Difficult						
<i>PL/SQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>pgSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>APEX</i>							
	Easy						
	Moderate						
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						

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		Applications Developer 4			Applications Developer 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						

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Section 1: Skills**

		Applications Developer 4						Applications Developer 4 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
	Moderate																		
	Expert																		
	<i>Other-4</i>																		
	Easy																		
	Moderate																		
	Expert																		
	<i>Other-5</i>																		
	Easy																		
	Moderate																		
	Expert																		
	(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
	1) Algorithms																		
	2) Applications and Infrastructure Foundation																		
	3) Architecture																		
	4) Automation																		
	5) Backup and Recovery																		
	6) Code Health and Tools																		
	7) Cluster Management																		
	8) Connectivity/Networking																		
	9) Embedded Programming																		
	10) Network Protocols																		
	11) Operating Systems																		
	12) Open-sourced technologies																		
	13) Back-end application development – Business processing and workflow																		
	14) Back-end application development – Core engine development																		
	15) Front-end application development (mobile) - Conversation																		
	16) Front-end application development (mobile) - UI																		
	17) Front-end application development (web) - Conversation																		
	18) Front-end application development (web) - UI																		
	19) Applied Fusion Application Technologies																		
	20) Artificial intelligence																		
	21) Big data / massively parallel processing (MPP)																		
	22) Blockchain technologies																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 4			Applications Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 4			Applications Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a year																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5						Applications Developer 5 (Combined Options)								
	Band 1		Band 3		Combined		Band 1		Band 3		Combined				
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	χ ²
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?															
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.															
Java															
Developing															
Proficient															
Advanced															
Expert															
SQL															
Developing															
Proficient															
Advanced															
Expert															
C++															
Developing															
Proficient															
Advanced															
Expert															
Python															
Developing															
Proficient															
Advanced															
Expert															
C															
Developing															
Proficient															
Advanced															
Expert															
JavaScript															
Developing															
Proficient															
Advanced															
Expert															
R															

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Developing						
	Proficient						
	Advanced						
	Expert						
CSS							
	Developing						
	Proficient						
	Advanced						
	Expert						
C#							
	Developing						
	Proficient						
	Advanced						
	Expert						
XML							
	Developing						
	Proficient						
	Advanced						
	Expert						
HTML							
	Developing						
	Proficient						
	Advanced						
	Expert						
Shell							
	Developing						
	Proficient						
	Advanced						
	Expert						
Bash/CSH							
	Developing						
	Proficient						
	Advanced						
	Expert						
Perl							
	Developing						
	Proficient						
	Advanced						
	Expert						
Ruby							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
	Advanced																		
	Expert																		
Other-1																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5																			
	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			
	Easy																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
Python							
	Easy						
	Moderate						
	Difficult						
C							
	Easy						
	Moderate						
	Difficult						
JavaScript							
	Easy						
	Moderate						
	Difficult						
R							
	Easy						
	Moderate						
	Difficult						
CSS							
	Easy						
	Moderate						
	Difficult						
C#							
	Easy						
	Moderate						
	Difficult						
XML							
	Easy						
	Moderate						
	Difficult						
HTML							
	Easy						
	Moderate						
	Difficult						
Shell							
	Easy						
	Moderate						
	Difficult						
Bash/CSH							
	Easy						
	Moderate						
	Difficult						
Perl							
	Easy						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Ruby</i>							
	Easy						
	Moderate						
	Difficult						
<i>PL/SQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>pgSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>APEX</i>							
	Easy						
	Moderate						
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

		Applications Developer 5			Applications Developer 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5						Applications Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Moderate																		
Expert																		
Other-4																		
Easy																		
Moderate																		
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		
8) Connectivity/Networking																		
9) Embedded Programming																		
10) Network Protocols																		
11) Operating Systems																		
12) Open-sourced technologies																		
13) Back-end application development – Business processing and workflow																		
14) Back-end application development – Core engine development																		
15) Front-end application development (mobile) - Conversation																		
16) Front-end application development (mobile) - UI																		
17) Front-end application development (web) - Conversation																		
18) Front-end application development (web) - UI																		
19) Applied Fusion Application Technologies																		
20) Artificial intelligence																		
21) Big data / massively parallel processing (MPP)																		
22) Blockchain technologies																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5			Applications Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 1: Skills**

	Applications Developer 5			Applications Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 2: Effort**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the MOST common type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the MOST common type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		

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**Compensation Factors Survey
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	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		

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	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
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	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		

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	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?																		
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		

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**Compensation Factors Survey
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	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		

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	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		

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	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
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Section 3: Responsibility**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		

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	Applications Developer 3						Applications Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		

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	Applications Developer 3						Applications Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is <u>typically</u> accomplished:	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following <u>BEST</u> describes the level of importance of the work activities/projects <u>typically</u> completed in the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		

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	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
9. How often does this role typically exercise autonomy in decision making?																		
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service</u> area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		

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	Applications Developer 3						Applications Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the <u>type of product or service</u> on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		

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	Applications Developer 3			Applications Developer 3 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Application Development						
App Dev and Applied Advanced Technologies - Artificial Intelligence						
App Dev and Applied Advanced Technologies - Big Data						
App Dev and Applied Advanced Technologies - Blockchain						
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						

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	Applications Developer 3						Applications Developer 3 (Combined Options)																	
	Band 1		Band 3		Combined		Band 1		Band 3		Combined													
Industries - Food and Beverage																								
Industries - Healthcare																								
Industries - Hospitality																								
Industries - Life Sciences																								
Industries - Public Sector																								
Industries - Retail																								
Industries - Utilities																								
Industries - All Industry Solutions																								
On Premise Products - Oracle Database																								
On Premise Products - MySQL Database																								
On Premise Products - Analytics Server																								
On Premise Products - Java																								
On Premise Products - Oracle Linux																								
On Premise Products - Middleware																								
On Premise Products - Engineered Systems																								
On Premise Products - GraalVM																								
Other																								
None of the above apply to this role																								
17. [Applications Developer Job Family] This particular role is focused on (select all that apply):	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²						
a. Development																								
b. QA/Testing																								
c. Strategy																								
d. Product Management																								
e. None of the above apply to this role																								
f. Other																								
18. [Applications Developer Job Family] [Logic: If Development was selected in #17] Please select the types of work that <u>best</u> describe the development responsibilities expected of this role (select all that apply):	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²						
a. Cloud/Release Engineering																								
b. User Interface (UI) Development																								
c. Back-end Application Development																								
d. Front-end Application Development																								
e. Security Application Development																								
f. Reporting																								

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		Applications Developer 3						Applications Developer 3 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
g. Database Engineering/Administration																			
h. None of the above apply to this role																			
i. Other																			
19. [Applications Developer Job Family] [Logic: If QA/Testing was selected in #17] Please select the types of work that best describe the development responsibilities expected of this role (select all that apply):		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Functional Testing																			
b. Test Automation																			
c. Stress Testing																			
d. Security Testing																			
e. Accessibility Testing																			
f. None of the above apply to this role																			
g. Other																			
		Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.																	
		χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).																	

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	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. How often does this role typically exercise autonomy in decision making?																		
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4			Applications Developer 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Application Development						
App Dev and Applied Advanced Technologies - Artificial Intelligence						
App Dev and Applied Advanced Technologies - Big Data						
App Dev and Applied Advanced Technologies - Blockchain						
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Industries - Food and Beverage																		
Industries - Healthcare																		
Industries - Hospitality																		
Industries - Life Sciences																		
Industries - Public Sector																		
Industries - Retail																		
Industries - Utilities																		
Industries - All Industry Solutions																		
On Premise Products - Oracle Database																		
On Premise Products - MySQL Database																		
On Premise Products - Analytics Server																		
On Premise Products - Java																		
On Premise Products - Oracle Linux																		
On Premise Products - Middleware																		
On Premise Products - Engineered Systems																		
On Premise Products - GraalVM																		
Other																		
None of the above apply to this role																		
17. [Applications Developer Job Family] This particular role is focused on (select all that apply):	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Development																		
b. QA/Testing																		
c. Strategy																		
d. Product Management																		
e. None of the above apply to this role																		
f. Other																		
18. [Applications Developer Job Family] [Logic: If Development was selected in #17] Please select the types of work that <u>best</u> describe the development responsibilities expected of this role (select all that apply):	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Cloud/Release Engineering																		
b. User Interface (UI) Development																		
c. Back-end Application Development																		
d. Front-end Application Development																		
e. Security Application Development																		
f. Reporting																		

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**Compensation Factors Survey
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	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
g. Database Engineering/Administration																		
h. None of the above apply to this role																		
i. Other																		
19. [Applications Developer Job Family]	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
[Logic: If QA/Testing was selected in #17]																		
Please select the types of work that best describe the development responsibilities expected of this role (select all that apply):																		
a. Functional Testing																		
b. Test Automation																		
c. Stress Testing																		
d. Security Testing																		
e. Accessibility Testing																		
f. None of the above apply to this role																		
g. Other																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		

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**Compensation Factors Survey
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	Applications Developer 5						Applications Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 5						Applications Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. How often does this role typically exercise autonomy in decision making?																		
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 5						Applications Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		

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Section 3: Responsibility**

	Applications Developer 5			Applications Developer 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Application Development						
App Dev and Applied Advanced Technologies - Artificial Intelligence						
App Dev and Applied Advanced Technologies - Big Data						
App Dev and Applied Advanced Technologies - Blockchain						
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

	Applications Developer 5						Applications Developer 5 (Combined Options)																	
	Band 1		Band 3		Combined		Band 1		Band 3		Combined													
Industries - Food and Beverage																								
Industries - Healthcare																								
Industries - Hospitality																								
Industries - Life Sciences																								
Industries - Public Sector																								
Industries - Retail																								
Industries - Utilities																								
Industries - All Industry Solutions																								
On Premise Products - Oracle Database																								
On Premise Products - MySQL Database																								
On Premise Products - Analytics Server																								
On Premise Products - Java																								
On Premise Products - Oracle Linux																								
On Premise Products - Middleware																								
On Premise Products - Engineered Systems																								
On Premise Products - GraalVM																								
Other																								
None of the above apply to this role																								
17. [Applications Developer Job Family] This particular role is focused on (select all that apply):	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²						
a. Development																								
b. QA/Testing																								
c. Strategy																								
d. Product Management																								
e. None of the above apply to this role																								
f. Other																								
18. [Applications Developer Job Family] [Logic: If Development was selected in #17] Please select the types of work that <u>best</u> describe the development responsibilities expected of this role (select all that apply):	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²						
a. Cloud/Release Engineering																								
b. User Interface (UI) Development																								
c. Back-end Application Development																								
d. Front-end Application Development																								
e. Security Application Development																								
f. Reporting																								

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 3: Responsibility**

		Applications Developer 5						Applications Developer 5 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
g. Database Engineering/Administration																			
h. None of the above apply to this role																			
i. Other																			
19. [Applications Developer Job Family]		N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
[Logic: If QA/Testing was selected in #17]																			
Please select the types of work that best describe the development responsibilities expected of this role (select all that apply):																			
a. Functional Testing																			
b. Test Automation																			
c. Stress Testing																			
d. Security Testing																			
e. Accessibility Testing																			
f. None of the above apply to this role																			
g. Other																			
		<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
3. Which of the following <u>BEST</u> describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 3									Applications Developer 3 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 3						Applications Developer 3 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
3. Which of the following <u>BEST</u> describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 4									Applications Developer 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role <u>typically</u> spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 4						Applications Developer 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 5									Applications Developer 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

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**Compensation Factors Survey
for Applications Developer by Salary Grade
Section 4: Working Conditions**

	Applications Developer 5						Applications Developer 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills

	Product Manager/Strategy 4						Product Manager/Strategy 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)									
	Band 1			Band 3			Combined			Band 1			Band 3			Combined			
e. 6 months																			
f. 1 year																			
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require acquisition of new technical skills (e.g., new programming languages, programs, platforms)?																			
a. Acquisition of new skills is NOT needed.																			
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																			
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																			
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																			
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require the acquisition of new knowledge or information (e.g., new products, product features, standards)?																			
a. Acquisition of new knowledge or information is NOT needed.																			
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																			
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																			
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																			

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
<i>Java</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>SQL</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C++</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>Python</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>JavaScript</i>																		
Developing																		
Proficient																		
Advanced																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Expert																			
Other-1																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-2																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-3																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-4																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-5																			
Developing																			
Proficient																			
Advanced																			
Expert																			
		N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.																			
Java																			
Easy																			
Moderate																			
Difficult																			
SQL																			
Easy																			
Moderate																			
Difficult																			
C++																			
Easy																			
Moderate																			
Difficult																			

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
Band 1	Band 3	Combined	Band 1	Band 3	Combined
Python					
Easy					
Moderate					
Difficult					
C					
Easy					
Moderate					
Difficult					
JavaScript					
Easy					
Moderate					
Difficult					
R					
Easy					
Moderate					
Difficult					
CSS					
Easy					
Moderate					
Difficult					
C#					
Easy					
Moderate					
Difficult					
XML					
Easy					
Moderate					
Difficult					
HTML					
Easy					
Moderate					
Difficult					
Shell					
Easy					
Moderate					
Difficult					
Bash/CSH					
Easy					
Moderate					
Difficult					
Perl					
Easy					
Moderate					
Difficult					
Ruby					

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Easy						
	Moderate						
	Difficult						
	<i>PL/SQL</i>						
	Easy						
	Moderate						
	Difficult						
	<i>pgSQL</i>						
	Easy						
	Moderate						
	Difficult						
	<i>APEX</i>						
	Easy						
	Moderate						
	Difficult						
	<i>TSQL</i>						
	Easy						
	Moderate						
	Difficult						
	<i>GIT</i>						
	Easy						
	Moderate						
	Difficult						
	<i>JSP</i>						
	Easy						
	Moderate						
	Difficult						
	<i>Essbase</i>						
	Easy						
	Moderate						
	Difficult						
	<i>PowerShell</i>						
	Easy						
	Moderate						
	Difficult						
	<i>ODI</i>						
	Easy						
	Moderate						
	Difficult						
	<i>VBScript</i>						
	Easy						
	Moderate						
	Difficult						
	<i>BPEL</i>						
	Easy						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						
	Moderate						
	Expert						
<i>Other-4</i>							
	Easy						
	Moderate						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 4						Product Manager/Strategy 4 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																			
Other-5																			
Easy																			
Moderate																			
Expert																			
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.		N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1) Algorithms																			
2) Applications and Infrastructure Foundation																			
3) Architecture																			
4) Automation																			
5) Backup and Recovery																			
6) Code Health and Tools																			
7) Cluster Management																			
8) Connectivity/Networking																			
9) Embedded Programming																			
10) Network Protocols																			
11) Operating Systems																			
12) Open-sourced technologies																			
13) Back-end application development – Business processing and workflow																			
14) Back-end application development – Core engine development																			
15) Front-end application development (mobile) - Conversation																			
16) Front-end application development (mobile) - UI																			
17) Front-end application development (web) - Conversation																			
18) Front-end application development (web) - UI																			
19) Applied Fusion Application Technologies																			
20) Artificial intelligence																			
21) Big data / massively parallel processing (MPP)																			
22) Blockchain technologies																			
23) Business Intelligence Development (dashboard development, report)																			
24) Internet of Things (IoT)																			
25) Data analytics																			
26) Data integration																			

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. Business/Administration																		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
Java																		
Developing																		
Proficient																		
Advanced																		
Expert																		
SQL																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C++																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Python																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C																		
Developing																		
Proficient																		
Advanced																		
Expert																		
JavaScript																		
Developing																		
Proficient																		
Advanced																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Expert						
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Exper						
<i>VBScript</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>BPEL</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>Golang</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>OJET/Angular JS</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>Oracle ADF</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>Oracle Database</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>TensorFlow</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>Spark</i>							
	Developin						
	Proficien						
	Advance						
	Exper						
<i>Oracle MySQL</i>							
	Developin						
	Proficien						
	Advance						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

		Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)											
		Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																			
Other-1																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-2																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-3																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-4																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Other-5																			
Developing																			
Proficient																			
Advanced																			
Expert																			
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
Java																			
Easy																			
Moderate																			
Difficult																			
SQL																			
Easy																			
Moderate																			
Difficult																			
C++																			
Easy																			
Moderate																			
Difficult																			

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**Compensation Factors Survey
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Section 1: Skills**

Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
Band 1	Band 3	Combined	Band 1	Band 3	Combined
Python					
Easy					
Moderate					
Difficult					
C					
Easy					
Moderate					
Difficult					
JavaScript					
Easy					
Moderate					
Difficult					
R					
Easy					
Moderate					
Difficult					
CSS					
Easy					
Moderate					
Difficult					
C#					
Easy					
Moderate					
Difficult					
XML					
Easy					
Moderate					
Difficult					
HTML					
Easy					
Moderate					
Difficult					
Shell					
Easy					
Moderate					
Difficult					
Bash/CSH					
Easy					
Moderate					
Difficult					
Perl					
Easy					
Moderate					
Difficult					
Ruby					

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**Compensation Factors Survey
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Section 1: Skills**

		Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Easy						
	Moderate						
	Difficult						
<i>PL/SQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>pgSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>APEX</i>							
	Easy						
	Moderate						
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills

		Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
Golang							
	Easy						
	Moderate						
	Difficult						
OJET/Angular JS							
	Easy						
	Moderate						
	Difficult						
Oracle ADF							
	Easy						
	Moderate						
	Difficult						
Oracle Database							
	Easy						
	Moderate						
	Difficult						
TensorFlow							
	Easy						
	Moderate						
	Difficult						
Spark							
	Easy						
	Moderate						
	Difficult						
Oracle MySQL							
	Easy						
	Moderate						
	Difficult						
Other-1							
	Easy						
	Moderate						
	Difficult						
Other-2							
	Easy						
	Moderate						
	Difficult						
Other-3							
	Easy						
	Moderate						
	Expert						
Other-4							
	Easy						
	Moderate						

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		
8) Connectivity/Networking																		
9) Embedded Programming																		
10) Network Protocols																		
11) Operating Systems																		
12) Open-sourced technologies																		
13) Back-end application development – Business processing and workflow																		
14) Back-end application development – Core engine development																		
15) Front-end application development (mobile) - Conversation																		
16) Front-end application development (mobile) - UI																		
17) Front-end application development (web) - Conversation																		
18) Front-end application development (web) - UI																		
19) Applied Fusion Application Technologies																		
20) Artificial intelligence																		
21) Big data / massively parallel processing (MPP)																		
22) Blockchain technologies																		
23) Business Intelligence Development (dashboard development, report)																		
24) Internet of Things (IoT)																		
25) Data analytics																		
26) Data integration																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 1: Skills**

	Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort

	Product Manager/Strategy 4						Product Manager/Strategy 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort

	Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort**

	Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required – solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 2: Effort**

	Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing internal strategic solutions for the team or organization faces (i.e., internally facing)</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing external strategic customers or clients (i.e., externally facing)</i>																		

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility

	Product Manager/Strategy 4						Product Manager/Strategy 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
7. The work performed by employees in the role is typically accomplished:																		
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
8. Some work activities/projects may have greater strategic importance to Oracle or the customer.																		
Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?																		
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
9. How often does this role typically exercise autonomy in decision making?																		
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service</u> area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		

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Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?																		
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?																		
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		
App Dev and Applied Advanced Technologies - Data Science																		

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						
On Premise Products - Oracle Linux						
On Premise Products - Middleware						

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility

	Product Manager/Strategy 4			Product Manager/Strategy 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)					
	Band 1		Band 3		Combined		Band 1		Band 3		Combined	
	N	%	Res	N	%	Res	N	%	Res	N	%	Res
	N	%	Res	N	%	χ2	N	%	Res	N	%	χ2
6. Check the box if employees in the role are involved in strategic responsibilities listed below												
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>												
Never												
Sometimes												
Often												
Always												
<i>Developing policies for the team or organization at Oracle</i>												
Never												
Sometimes												
Often												
Always												
<i>Developing standard procedures for the team or organization at Oracle</i>												
Never												
Sometimes												
Often												
Always												
<i>Contributing to open-sourced technologies</i>												
Never												
Sometimes												
Often												
Always												
<i>Applying external/industry standards or procedures to work activities</i>												
Never												
Sometimes												
Often												
Always												
<i>Developing internal strategic solutions for the team or organization faces (i.e., internally facing)</i>												
Never												
Sometimes												
Often												
Always												
<i>Developing external strategic customers or clients (i.e., externally facing)</i>												

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
7. The work performed by employees in the role is typically accomplished:																		
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?																		
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
9. How often does this role typically exercise autonomy in decision making?																		
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the <u>product or service</u> on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the <u>product or service</u> area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?																		
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		
App Dev and Applied Advanced Technologies - Data Science																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						
On Premise Products - Oracle Linux						
On Premise Products - Middleware						

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 3: Responsibility**

	Product Manager/Strategy 5			Product Manager/Strategy 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
On Premise Products - Engineered Systems						
On Premise Products - GraalVM						
Other						
None of the above apply to this role						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)									
	Band 1			Band 3			Combined			Band 1			Band 3			Combined			
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2	
1. Check the box if the role typically involves work in the following conditions (as needed).																			
<i>Working varying hours of the day</i>																			
Never																			
Sometimes																			
Often																			
Always																			
<i>Working overnight</i>																			
Never																			
Sometimes																			
Often																			
Always																			
<i>Working on pager duty</i>																			
Never																			
Sometimes																			
Often																			
Always																			
<i>Intense concentration and mental exertion</i>																			
Never																			
Sometimes																			
Often																			
Always																			
<i>Working long hours</i>																			
Never																			
Sometimes																			
Often																			
Always																			
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2	
2. The role requires on-call rotation as needed.																			
a. Yes – only during the workday																			
b. Yes – only during the weekend																			
6. Check the box if employees in the role are involved in strategic responsibilities listed below																			
d. No																			
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2	
3. Which of the following BEST describes the workload for the role?																			
a. Spread evenly across the year																			
b. Distinct peaks and valleys																			

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions

	Product Manager/Strategy 4									Product Manager/Strategy 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions**

	Product Manager/Strategy 4						Product Manager/Strategy 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment J

Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions**

	Product Manager/Strategy 5									Product Manager/Strategy 5 (Combined Options)									
	Band 1			Band 3			Combined			Band 1			Band 3			Combined			
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																			
a. Yes – only during the workday																			
b. Yes – only during the weekend																			
c. Yes – both during the workday and weekend																			
d. No																			
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
a. 4-day week																			
b. Part-time work																			
c. Weekend-shift only																			
d. Alternative/Customized work weeks																			
e. Other																			
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
a. Remotely (e.g., from home)																			
b. In a dedicated office or lab at Oracle																			
c. At the customer site (i.e., non-Oracle)																			
d. Other																			
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
a. Yes																			
b. No																			
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
a. Travels domestically to and from locations during the workday																			
b. Travels domestically to and from locations requiring an overnight stay																			
c. Travels domestically to and from locations requiring consecutive overnight stays																			

Attachment J

**Compensation Factors Survey
for Product Manager/Strategy by Salary Grade
Section 4: Working Conditions**

	Product Manager/Strategy 5						Product Manager/Strategy 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
													a. Once or twice a year					
													b. Two to four times a year (e.g., quarterly)					
													c. Five to ten times a year					
d. More than ten times a year (e.g., monthly, weekly)																		
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
													a. Less than 1 hour per week					
													b. 1-5 hours per week					
													c. 6-10 hours per week					
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment K

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of new technical skills (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of new knowledge or information (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role <u>typically</u> acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
<i>Java</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>SQL</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C++</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>Python</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>C</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		
<i>JavaScript</i>																		
Developing																		
Proficient																		
Advanced																		
Expert																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>CSS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>C#</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>XML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>HTML</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Shell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Bash/CSH</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Perl</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Ruby</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)																				
		Band 1	Band 3	Combined	Band 1	Band 3	Combined																		
Other-1	Developing																								
	Proficient																								
	Advanced																								
	Expert																								
Other-2	Developing																								
	Proficient																								
	Advanced																								
	Expert																								
Other-3	Developing																								
	Proficient																								
	Advanced																								
	Expert																								
Other-4	Developing																								
	Proficient																								
	Advanced																								
	Expert																								
Other-5	Developing																								
	Proficient																								
	Advanced																								
	Expert																								
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.								N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Java																									
	Easy																								
	Moderate																								
	Difficult																								
SQL	Easy																								
	Moderate																								
	Difficult																								
C++	Easy																								
	Moderate																								
	Difficult																								

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>Python</i>							
	Easy						
	Moderate						
	Difficult						
<i>C</i>							
	Easy						
	Moderate						
	Difficult						
<i>JavaScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>R</i>							
	Easy						
	Moderate						
	Difficult						
<i>CSS</i>							
	Easy						
	Moderate						
	Difficult						
<i>C#</i>							
	Easy						
	Moderate						
	Difficult						
<i>XML</i>							
	Easy						
	Moderate						
	Difficult						
<i>HTML</i>							
	Easy						
	Moderate						
	Difficult						
<i>Shell</i>							
	Easy						
	Moderate						
	Difficult						
<i>Bash/CSH</i>							
	Easy						
	Moderate						
	Difficult						
<i>Perl</i>							
	Easy						
	Moderate						
	Difficult						
<i>Ruby</i>							

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Easy					
	Moderate					
	Difficult					
PL/SQL						
	Easy					
	Moderate					
	Difficult					
pgSQL						
	Easy					
	Moderate					
	Difficult					
APEX						
	Easy					
	Moderate					
	Difficult					
TSQL						
	Easy					
	Moderate					
	Difficult					
GIT						
	Easy					
	Moderate					
	Difficult					
JSP						
	Easy					
	Moderate					
	Difficult					
Essbase						
	Easy					
	Moderate					
	Difficult					
PowerShell						
	Easy					
	Moderate					
	Difficult					
ODI						
	Easy					
	Moderate					
	Difficult					
VBScript						
	Easy					
	Moderate					
	Difficult					
BPEL						
	Easy					

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						
	Moderate						
	Expert						
<i>Other-4</i>							
	Easy						
	Moderate						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4						Technical Analyst - Support 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		
8) Connectivity/Networking																		
9) Embedded Programming																		
10) Network Protocols																		
11) Operating Systems																		
12) Open-sourced technologies																		
13) Back-end application development – Business processing and workflow																		
14) Back-end application development – Core engine development																		
15) Front-end application development (mobile) - Conversation																		
16) Front-end application development (mobile) - UI																		
17) Front-end application development (web) - Conversation																		
18) Front-end application development (web) - UI																		
19) Applied Fusion Application Technologies																		
20) Artificial intelligence																		
21) Big data / massively parallel processing (MPP)																		
22) Blockchain technologies																		
23) Business Intelligence Development (dashboard development, report)																		
24) Internet of Things (IoT)																		
25) Data analytics																		
26) Data integration																		
27) Data science and machine learning																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
f. Finance																		
g. Other																		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
e. 6 months																		
f. 1 year																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role <u>typically</u> acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
f. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work? Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																		
Java																		
Developing																		
Proficient																		
Advanced																		
Expert																		
SQL																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C++																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Python																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C																		
Developing																		
Proficient																		
Advanced																		
Expert																		
JavaScript																		
Developing																		
Proficient																		
Advanced																		
Expert																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>CSS</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>C#</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>XML</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>HTML</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Shell</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Bash/CSH</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Perl</i>						
Developing						
Proficient						
Advanced						
Expert						
<i>Ruby</i>						
Developing						
Proficient						
Advanced						
Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>PL/SQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)														
		Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Other-1	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-2	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-3	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-4	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
Other-5	Developing																		
	Proficient																		
	Advanced																		
	Expert																		
17. [Logic: skip if "No" is selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Java																			
	Easy																		
	Moderate																		
	Difficult																		
SQL																			
	Easy																		
	Moderate																		
	Difficult																		
C++																			
	Easy																		
	Moderate																		
	Difficult																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
Python							
	Easy						
	Moderate						
	Difficult						
C							
	Easy						
	Moderate						
	Difficult						
JavaScript							
	Easy						
	Moderate						
	Difficult						
R							
	Easy						
	Moderate						
	Difficult						
CSS							
	Easy						
	Moderate						
	Difficult						
C#							
	Easy						
	Moderate						
	Difficult						
XML							
	Easy						
	Moderate						
	Difficult						
HTML							
	Easy						
	Moderate						
	Difficult						
Shell							
	Easy						
	Moderate						
	Difficult						
Bash/CSH							
	Easy						
	Moderate						
	Difficult						
Perl							
	Easy						
	Moderate						
	Difficult						
Ruby							

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Easy					
	Moderate					
	Difficult					
PL/SQL						
	Easy					
	Moderate					
	Difficult					
pgSQL						
	Easy					
	Moderate					
	Difficult					
APEX						
	Easy					
	Moderate					
	Difficult					
TSQL						
	Easy					
	Moderate					
	Difficult					
GIT						
	Easy					
	Moderate					
	Difficult					
JSP						
	Easy					
	Moderate					
	Difficult					
Essbase						
	Easy					
	Moderate					
	Difficult					
PowerShell						
	Easy					
	Moderate					
	Difficult					
ODI						
	Easy					
	Moderate					
	Difficult					
VBScript						
	Easy					
	Moderate					
	Difficult					
BPEL						
	Easy					

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

		Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						
	Moderate						
	Difficult						
<i>TensorFlow</i>							
	Easy						
	Moderate						
	Difficult						
<i>Spark</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle MySQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-1</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-2</i>							
	Easy						
	Moderate						
	Difficult						
<i>Other-3</i>							
	Easy						
	Moderate						
	Expert						
<i>Other-4</i>							
	Easy						
	Moderate						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5						Technical Analyst - Support 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Responsibility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		
8) Connectivity/Networking																		
9) Embedded Programming																		
10) Network Protocols																		
11) Operating Systems																		
12) Open-sourced technologies																		
13) Back-end application development – Business processing and workflow																		
14) Back-end application development – Core engine development																		
15) Front-end application development (mobile) - Conversation																		
16) Front-end application development (mobile) - UI																		
17) Front-end application development (web) - Conversation																		
18) Front-end application development (web) - UI																		
19) Applied Fusion Application Technologies																		
20) Artificial intelligence																		
21) Big data / massively parallel processing (MPP)																		
22) Blockchain technologies																		
23) Business Intelligence Development (dashboard development, report)																		
24) Internet of Things (IoT)																		
25) Data analytics																		
26) Data integration																		
27) Data science and machine learning																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5	Technical Analyst - Support 5 (Combined Options)
28) Governance of Data		
29) Cloud Applications		
30) Cloud Infrastructure Services		
31) Cloud Technology		
32) Cloud Dev Ops		
33) Continuous integration/continuous deployment (CI/CD)		
34) Control and data plane development – Distributed systems		
35) Middleware		
36) Core database – Concurrency		
37) Core database – Development		
38) Core database – Engineered Systems		
39) Core database – High Availability		
40) Core database – Interface Design		
41) Core database – Modeling		
42) Core database – Query Processing		
43) Core database – Security		
44) Core database – Transaction Processing		
45) Core database - Other		
46) Electrical diagrams and blueprints		
47) Electronic systems development		
48) Hardware (e.g., memory, hard drives, processors, network)		
49) Hardware systems support		
50) Knowledge management, documentation and/or collateral		
51) Reliability engineering – Networking		
52) Reliability engineering – Operations		
53) Reliability engineering – Systems engineering		
54) Reliability engineering – Other		
55) Software optimization		
56) Software test engineering		
57) Testing processes and tools		
58) Anti-virus/Malware/End-point protection		
59) Privacy & Identity technologies		
60) Security – Hardware		
61) Security – Software		
62) Security – Threat and response		
63) Security – Other		
64) System manageability		
65) System performance and optimization		
66) Systems analysis and/or evaluation		
67) Systems design		
68) Systems software development		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 1: Skills**

	Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively						
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task						
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res
a. NO problem solving required						
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology						
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection						
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete						
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting						
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the <u>MOST common</u> type of problems being solved in the role?																		
a. A limited set of similar and repetitive problems																		
b. A limited set of problems with some variation																		
c. A wide range of similar and repetitive problems																		
d. A wide range of unique problems																		
e. A wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the <u>MOST common</u> type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature, consisting of limited number of steps that can easily be completed without formal directions or manuals																		
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 5						Technical Analyst - Support 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required – solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 2: Effort**

	Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data						
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data						
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4						Technical Analyst - Support 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing internal strategic solutions for the team or organization faces (i.e., internally facing)</i>																		
Never																		
Sometimes																		

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4						Technical Analyst - Support 4 (Combined Options)																													
	Band 1		Band 3		Combined		Band 1		Band 3		Combined																									
Often																																				
Always																																				
Developing external strategic customers or clients (i.e., externally facing)																																				
Never																																				
Sometimes																																				
Often																																				
Always																																				
7. The work performed by employees in the role is typically accomplished:													N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²						
a. Individually																																				
b. With a single team																																				
c. With multiple coordinated teams within the same organization at Oracle																																				
d. With multiple coordinated teams across organizations at Oracle																																				
e. With multiple coordinated teams both within and outside of Oracle																																				
f. All of the above (depending on the project)																																				
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?																			N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																																				
b. Moderately important to the business																																				
c. Less important (e.g., keeping the lights on)																																				
d. A regular mix of activities/projects with different levels of importance																																				
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²																		
a. Never																																				
b. Sometimes																																				
c. Often																																				
d. Always																																				

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?																		
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?																		
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		
App Dev and Applied Advanced Technologies - Data Science																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4			Technical Analyst - Support 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						
On Premise Products - Oracle Linux						
On Premise Products - Middleware						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
On Premise Products - Engineered Systems																		
On Premise Products - GraalVM																		
Other																		
None of the above apply to this role																		
15. [Technical Analyst (Support)] Which type of support or service do employees in the role primarily provide?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. General support (handles technical transactions to solve customer issues submitted through tickets)																		
b. Responsible for building relationships with critical customers																		
c. Provides advanced Cloud-based support																		
d. Provides on-premise support to customers																		
e. Other types of advanced customer service or support																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary direct user (i.e., the LARGEST immediate user group) of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or leadership?																		
a. Yes, individual contributors and first-level managers																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5						Technical Analyst - Support 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing internal strategic solutions for the team or organization faces (i.e., internally facing)</i>																		
Never																		
Sometimes																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5						Technical Analyst - Support 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. The work performed by employees in the role is typically accomplished:	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Individually																		
b. With a single team																		
c. With multiple coordinated teams within the same organization at Oracle																		
d. With multiple coordinated teams across organizations at Oracle																		
e. With multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Never																		
b. Sometimes																		
c. Often																		
d. Always																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:																		
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?																		
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?																		
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
e. A third-party product or service																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?																		
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		
d. Product or service under development that is identified as having strategic value to Oracle																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?																		
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?																		
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		
App Dev and Applied Advanced Technologies - Blockchain																		
App Dev and Applied Advanced Technologies - Data Science																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5			Technical Analyst - Support 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						
On Premise Products - Analytics Server						
On Premise Products - Java						
On Premise Products - Oracle Linux						
On Premise Products - Middleware						

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 3: Responsibility**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
On Premise Products - Engineered Systems																		
On Premise Products - GraalVM																		
Other																		
None of the above apply to this role																		
15. [Technical Analyst (Support)] Which type of support or service do employees in the role primarily provide?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. General support (handles technical transactions to solve customer issues submitted through tickets)																		
b. Responsible for building relationships with critical customers																		
c. Provides advanced Cloud-based support																		
d. Provides on-premise support to customers																		
e. Other types of advanced customer service or support																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
6. Check the box if employees in the role are involve																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 4									Technical Analyst - Support 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

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**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 4						Technical Analyst - Support 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Neve																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Neve																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Neve																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Neve																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Neve																		
Sometimes																		
Often																		
Always																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
2. The role requires on-call rotation as needed.																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
6. Check the box if employees in the role are involve																		
d. No																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year																		
b. Distinct peaks and valleys																		

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 5									Technical Analyst - Support 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.																		
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:																		
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.																		
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.																		
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		
c. Travels domestically to and from locations requiring consecutive overnight stays																		

Attachment K

**Compensation Factors Survey
for Technical Analyst by Salary Grade
Section 4: Working Conditions**

	Technical Analyst - Support 5						Technical Analyst - Support 5 (Combined Options)											
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (<u>pre-COVID</u>)?																		
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (<u>pre-COVID</u>)?																		
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		
d. 11-15 hours per week																		
e. 16 or more hours per week																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require acquisition of new technical skills (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role typically require the acquisition of new knowledge or information (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?																		
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
g. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?																		
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?																		
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
<p>16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?</p> <p>Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.</p>																		
Java																		
Developing																		
Proficient																		
Advanced																		
Expert																		
SQL																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C++																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Python																		
Developing																		
Proficient																		
Advanced																		
Expert																		
C																		
Developing																		
Proficient																		
Advanced																		
Expert																		
JavaScript																		
Developing																		
Proficient																		
Advanced																		
Expert																		
R																		
Developing																		
Proficient																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Advanced						
Expert						
CSS						
Developing						
Proficient						
Advanced						
Expert						
C#						
Developing						
Proficient						
Advanced						
Expert						
XML						
Developing						
Proficient						
Advanced						
Expert						
HTML						
Developing						
Proficient						
Advanced						
Expert						
Shell						
Developing						
Proficient						
Advanced						
Expert						
Bash/CSH						
Developing						
Proficient						
Advanced						
Expert						
Perl						
Developing						
Proficient						
Advanced						
Expert						
Ruby						
Developing						
Proficient						
Advanced						
Expert						
PL/SQL						
Developing						
Proficient						
Advanced						
Expert						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Other-1</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Other-2</i>							
	Developing						
	Proficient						
	Advanced						

Section 1: Skills

		Band 1	Band 3	Combined	Band 1	Band 3	Combined
Expert							
Other-3							
Developing							
Proficient							
Advanced							
Expert							
Other-4							
Developing							
Proficient							
Advanced							
Expert							
Other-5							
Developing							
Proficient							
Advanced							
Expert							
17. [Logic: Skip if Yes is NOT selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.		N % Res	N % Res	N % χ^2	N % Res	N % Res	N % χ^2
Java							
Easy							
Moderate							
Difficult							
SQL							
Easy							
Moderate							
Difficult							
C++							
Easy							
Moderate							
Difficult							
Python							
Easy							
Moderate							
Difficult							
C							
Easy							
Moderate							
Difficult							
JavaScript							
Easy							
Moderate							
Difficult							

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>R</i>							
	Easy						
	Moderate						
	Difficult						
<i>CSS</i>							
	Easy						
	Moderate						
	Difficult						
<i>C#</i>							
	Easy						
	Moderate						
	Difficult						
<i>XML</i>							
	Easy						
	Moderate						
	Difficult						
<i>HTML</i>							
	Easy						
	Moderate						
	Difficult						
<i>Shell</i>							
	Easy						
	Moderate						
	Difficult						
<i>Bash/CSH</i>							
	Easy						
	Moderate						
	Difficult						
<i>Perl</i>							
	Easy						
	Moderate						
	Difficult						
<i>Ruby</i>							
	Easy						
	Moderate						
	Difficult						
<i>PL/SQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>pgSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>APEX</i>							
	Easy						
	Moderate						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)														
	Band 1	Band 3	Combined	Band 1	Band 3	Combined												
Moderate																		
Difficult																		
TensorFlow																		
Easy																		
Moderate																		
Difficult																		
Spark																		
Easy																		
Moderate																		
Difficult																		
Oracle MySQL																		
Easy																		
Moderate																		
Difficult																		
Other-1																		
Easy																		
Moderate																		
Difficult																		
Other-2																		
Easy																		
Moderate																		
Difficult																		
Other-3																		
Easy																		
Moderate																		
Expert																		
Other-4																		
Easy																		
Moderate																		
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Respons bility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
8) Connectivity/Networking						
9) Embedded Programming						
10) Network Protocols						
11) Operating Systems						
12) Open-sourced technologies						
13) Back-end application development – Business processing and workflow						
14) Back-end application development – Core engine development						
15) Front-end application development (mobile) - Conversation						
16) Front-end application development (mobile) - UI						
17) Front-end application development (web) - Conversation						
18) Front-end application development (web) - UI						
19) Applied Fusion Application Technologies						
20) Artificial intelligence						
21) Big data / massively parallel processing (MPP)						
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						

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Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. How much education is expected of someone in the role?																		
a. NO education is expected																		
b. High school degree																		
c. Associate's degree																		
d. Bachelor's degree																		
e. Master's degree																		
f. PhD degree																		
2. [Logic: Skip if No education is required is selected in #1] Is education in specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		
3. Prior to hire, how many years of relevant work experience is expected for this role at a minimum?																		
a. NO work-related training or experience is expected																		
b. Less than 1 year																		
c. 1-2 years																		
d. 3-5 years																		
e. 6-10 years																		
f. 11-15 years																		
g. More than 15 years																		
4. [Logic: Skip if No work-related training or experience is required is selected in #3] Is relevant work experience in any specialized fields of study expected for this role? Select all that apply.																		
a. Computer Science																		
b. Engineering																		
c. Math																		
d. Information Systems																		
e. Business/Administration																		
f. Finance																		
g. Other																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
5. Are certifications in a specific skill expected or helpful?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. Yes, a certification is required																		
b. A certification is helpful, but not required																		
c. No, a certification is NOT required																		
7. About how much formal on-the-job training (e.g., Oracle training programs) is expected for this role?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO formal on-the-job training is required																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
g. On-the-job training is consistently ongoing																		
8. About how much ramp-up time does it typically take a new external hire to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		
9. About how much ramp-up time does it typically take an internal lateral transfer to become minimally proficient in the role (i.e., able to perform basic functions of the role with little or no supervision)?	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
a. NO ramp-up time is required.																		
b. A few days																		
c. A few weeks																		
d. 3 months																		
e. 6 months																		
f. 1 year																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
10. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require acquisition of <u>new technical skills</u> (e.g., new programming languages, programs, platforms)?																		
a. Acquisition of new skills is NOT needed.																		
b. New skills are needed occasionally , but the role can mostly be performed with existing skills.																		
c. New skills are needed often ; it would be somewhat difficult to perform the role without learning additional skills on the job.																		
d. New skills are needed consistently ; it would not be possible to perform the role without learning additional skills on the job.																		
11. If someone were to transfer to the role from a different team or organization within Oracle, does the role <u>typically</u> require the acquisition of <u>new knowledge or information</u> (e.g., new products, product features, standards)?																		
a. Acquisition of new knowledge or information is NOT needed.																		
b. New knowledge is needed occasionally , but the role can mostly be performed with existing knowledge or information.																		
c. New knowledge is needed often ; it would be somewhat difficult to perform the role without learning additional knowledge or information on the job.																		
d. New knowledge or information is needed consistently ; it would be impossible to perform the role without learning additional knowledge or information on the job.																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
12. How does this role typically acquire necessary new skills and abilities once they are on the job? Select all that apply.																		
a. Formal education/training made available by Oracle																		
b. College or university-based schooling																		
c. Formal external training																		
d. Informal education/training (e.g., industry conferences)																		
e. "On-the-job" experience																		
f. Coaching and mentoring																		
g. Self-teaching																		
13. [Logic: Skip if Formal education/training made available by Oracle is NOT selected in #12] If education/training is made available by Oracle for the role, how often do you expect this role to participate?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. More than 2 times a month																		
b. 1-2 times a month																		
c. More than 2 times a year, but less than once a month																		
d. Less than once a year																		
e. Once a year																		
g. It depends on the employee																		
14. Does the role require any skills that are particularly scarce in the external market at present or are particularly valuable and strategic to Oracle at present?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
15. Does the role require skill in any specific programming/scripting languages, frameworks, or databases?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)									
	Band 1			Band 3			Combined			Band 1			Band 3			Combined			
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
16. [Logic: Skip if Yes is NOT selected in #15] What primary programming/scripting language(s), frameworks, and databases does this role use in its day-to-day work?																			
Select all and only those that are expected of the role (and leave non-primary responses blank). For those programming/scripting languages, frameworks, and databases checked, please also indicate the level of proficiency required for the targeted role.																			
Java																			
Developing																			
Proficient																			
Advanced																			
Expert																			
SQL																			
Developing																			
Proficient																			
Advanced																			
Expert																			
C++																			
Developing																			
Proficient																			
Advanced																			
Expert																			
Python																			
Developing																			
Proficient																			
Advanced																			
Expert																			
C																			
Developing																			
Proficient																			
Advanced																			
Expert																			
JavaScript																			
Developing																			
Proficient																			
Advanced																			
Expert																			
R																			
Developing																			
Proficient																			

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
Advanced						
Expert						
CSS						
Developing						
Proficient						
Advanced						
Expert						
C#						
Developing						
Proficient						
Advanced						
Expert						
XML						
Developing						
Proficient						
Advanced						
Expert						
HTML						
Developing						
Proficient						
Advanced						
Expert						
Shell						
Developing						
Proficient						
Advanced						
Expert						
Bash/CSH						
Developing						
Proficient						
Advanced						
Expert						
Perl						
Developing						
Proficient						
Advanced						
Expert						
Ruby						
Developing						
Proficient						
Advanced						
Expert						
PL/SQL						
Developing						
Proficient						
Advanced						
Expert						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
<i>pgSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>APEX</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TSQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>GIT</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>JSP</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Essbase</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>PowerShell</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>ODI</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>VBScript</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>BPEL</i>							
	Developing						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Proficient						
	Advanced						
	Expert						
<i>Golang</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>OJET/Angular JS</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle ADF</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle Database</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>TensorFlow</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Spark</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Oracle MySQL</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Other-1</i>							
	Developing						
	Proficient						
	Advanced						
	Expert						
<i>Other-2</i>							
	Developing						
	Proficient						
	Advanced						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Expert																		
Other-3																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-4																		
Developing																		
Proficient																		
Advanced																		
Expert																		
Other-5																		
Developing																		
Proficient																		
Advanced																		
Expert																		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
17. [Logic: Skip if Yes is NOT selected in #15] How difficult is it to find candidates with those skills in the external market for this role? If you do not know the answer to this question, please leave blank.																		
Java																		
Easy																		
Moderate																		
Difficult																		
SQL																		
Easy																		
Moderate																		
Difficult																		
C++																		
Easy																		
Moderate																		
Difficult																		
Python																		
Easy																		
Moderate																		
Difficult																		
C																		
Easy																		
Moderate																		
Difficult																		
JavaScript																		
Easy																		
Moderate																		
Difficult																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
R							
	Easy						
	Moderate						
	Difficult						
CSS							
	Easy						
	Moderate						
	Difficult						
C#							
	Easy						
	Moderate						
	Difficult						
XML							
	Easy						
	Moderate						
	Difficult						
HTML							
	Easy						
	Moderate						
	Difficult						
Shell							
	Easy						
	Moderate						
	Difficult						
Bash/CSH							
	Easy						
	Moderate						
	Difficult						
Perl							
	Easy						
	Moderate						
	Difficult						
Ruby							
	Easy						
	Moderate						
	Difficult						
PL/SQL							
	Easy						
	Moderate						
	Difficult						
pgSQL							
	Easy						
	Moderate						
	Difficult						
APEX							
	Easy						
	Moderate						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

		Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
		Band 1	Band 3	Combined	Band 1	Band 3	Combined
	Difficult						
<i>TSQL</i>							
	Easy						
	Moderate						
	Difficult						
<i>GIT</i>							
	Easy						
	Moderate						
	Difficult						
<i>JSP</i>							
	Easy						
	Moderate						
	Difficult						
<i>Essbase</i>							
	Easy						
	Moderate						
	Difficult						
<i>PowerShell</i>							
	Easy						
	Moderate						
	Difficult						
<i>ODI</i>							
	Easy						
	Moderate						
	Difficult						
<i>VBScript</i>							
	Easy						
	Moderate						
	Difficult						
<i>BPEL</i>							
	Easy						
	Moderate						
	Difficult						
<i>Golang</i>							
	Easy						
	Moderate						
	Difficult						
<i>OJET/Angular JS</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle ADF</i>							
	Easy						
	Moderate						
	Difficult						
<i>Oracle Database</i>							
	Easy						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
Moderate																		
Difficult																		
TensorFlow																		
Easy																		
Moderate																		
Difficult																		
Spark																		
Easy																		
Moderate																		
Difficult																		
Oracle MySQL																		
Easy																		
Moderate																		
Difficult																		
Other-1																		
Easy																		
Moderate																		
Difficult																		
Other-2																		
Easy																		
Moderate																		
Difficult																		
Other-3																		
Easy																		
Moderate																		
Expert																		
Other-4																		
Easy																		
Moderate																		
Expert																		
Other-5																		
Easy																		
Moderate																		
Expert																		
(Original Respons bility Item #12). Does the role require specific knowledge of any of the following technology or specialized technical skills? Select all that apply.	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
1) Algorithms																		
2) Applications and Infrastructure Foundation																		
3) Architecture																		
4) Automation																		
5) Backup and Recovery																		
6) Code Health and Tools																		
7) Cluster Management																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
8) Connectivity/Networking						
9) Embedded Programming						
10) Network Protocols						
11) Operating Systems						
12) Open-sourced technologies						
13) Back-end application development – Business processing and workflow						
14) Back-end application development – Core engine development						
15) Front-end application development (mobile) - Conversation						
16) Front-end application development (mobile) - UI						
17) Front-end application development (web) - Conversation						
18) Front-end application development (web) - UI						
19) Applied Fusion Application Technologies						
20) Artificial intelligence						
21) Big data / massively parallel processing (MPP)						
22) Blockchain technologies						
23) Business Intelligence Development (dashboard development, report)						
24) Internet of Things (IoT)						
25) Data analytics						
26) Data integration						
27) Data science and machine learning						
28) Governance of Data						
29) Cloud Applications						
30) Cloud Infrastructure Services						
31) Cloud Technology						
32) Cloud Dev Ops						
33) Continuous integration/continuous deployment (CI/CD)						
34) Control and data plane development – Distributed systems						
35) Middleware						
36) Core database – Concurrency						
37) Core database – Development						
38) Core database – Engineered Systems						
39) Core database – High Availability						
40) Core database – Interface Design						
41) Core database – Modeling						
42) Core database – Query Processing						
43) Core database – Security						
44) Core database – Transaction Processing						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills**

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
45) Core database - Other						
46) Electrical diagrams and blueprints						
47) Electronic systems development						
48) Hardware (e.g., memory, hard drives, processors, network)						
49) Hardware systems support						
50) Knowledge management, documentation and/or collateral						
51) Reliability engineering – Networking						
52) Reliability engineering – Operations						
53) Reliability engineering – Systems engineering						
54) Reliability engineering – Other						
55) Software optimization						
56) Software test engineering						
57) Testing processes and tools						
58) Anti-virus/Malware/End-point protection						
59) Privacy & Identity technologies						
60) Security – Hardware						
61) Security – Software						
62) Security – Threat and response						
63) Security – Other						
64) System manageability						
65) System performance and optimization						
66) Systems analysis and/or evaluation						
67) Systems design						
68) Systems software development						
69) Usability engineering						
70) Business analysis and/or process						
71) Capacity planning						
72) Competitive knowledge						
73) Customer briefings						
74) Domain experience and/or expertise (applications space where the product is sold into)						
75) Fusion sales cloud support						
76) Presentation development						
77) Go-to-Market strategy development for application products						
78) Incident Management						
79) Project and development lifecycle management						
80) Technical solution development						

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Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 1: Skills

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
81) Readiness programs						
82) Not applicable						
83) Other						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Which of the following BEST describes the MOST common type of problems being solved in the role?																		
a. a limited set of similar and repetitive problems																		
b. a limited set of problems with some variation																		
c. a wide range of similar and repetitive problems																		
d. a wide range of unique problems																		
e. a wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the MOST common type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature , consisting of limited number of steps that can easily be completed without formal directions or manuals																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task																		
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively																		
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task																		
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
a. NO problem solving required																		
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology																		
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection																		
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete																		
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ^2	N	%	Res	N	%	Res	N	%	χ^2
1. Which of the following BEST describes the MOST common type of problems being solved in the role?																		
a. a limited set of similar and repetitive problems																		
b. a limited set of problems with some variation																		
c. a wide range of similar and repetitive problems																		
d. a wide range of unique problems																		
e. a wide range of unique, evolving, and complex problems																		
2. Which of the following BEST describes the MOST common type of innovation and problem solving expected in the role?																		
a. NO innovation and problem solving is required; exact processes must always be followed.																		
b. Some innovation and problem solving may be required to troubleshoot technical problems or deal with novel circumstances																		
c. Innovation and problem solving is regularly needed to draft original documents or work products within established guidelines																		
d. Substantial innovation and problem solving is regularly needed to create new processes, procedures, or work products within guidelines or to achieve established objectives																		
e. Exceptional innovation and problem solving is regularly needed to come up with new ideas and develop innovative products/processes without established objectives or known parameters																		
3. Which of the following BEST describes the complexity of work performed in the role?																		
a. All work is simple in nature , consisting of limited number of steps that can easily be completed without formal directions or manuals																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
b. Some work requires multiple steps which must be performed in a specific order; directions or manuals can accurately document the steps necessary to perform the task						
c. Most work requires multiple steps which can be performed in various orders; some planning and prioritization must occur to complete the work effectively						
d. Most work requires multiple complex steps which can be performed in various orders; work requires simultaneously executing multiple cognitive abilities and maintaining information in short or long-term memory while performing the task						
4. Which of the following BEST describes the MOST common type of analytical problem solving required for the role?	N	%	Res	N	%	Res
a. NO problem solving required						
b. Limited problem solving required - generally in the nature of troubleshooting simple processes or technology						
c. Deductive problem solving and some limited data analysis required - solve moderately complex problems that have defined processes of diagnosis/detection						
d. Deductive and inductive problem solving and intermediate data analysis/interpretation required - solve complex problems involving multiple approaches; often information is incomplete						
e. Deductive and inductive problem solving and advanced data analysis and interpretation required - solve highly complex problems involving multiple approaches; often information is incomplete or conflicting						

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 2: Effort**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
5. Which of the following BEST describes the use of judgment in the role to make decisions or solve problems in ambiguous situations?																		
a. Decisions are made and problems are solved only when all relevant information and data is available and clearly stated																		
b. Decisions must be made and problems must be solved in situations where there are certain aspects or tasks that are ambiguous, unclear, or are lacking relevant information or data																		
c. Decisions must be made and problems must be solved in situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
d. Decisions must be made and problems must be solved across multiple, interdependent situations that are highly ambiguous, unclear, or are lacking relevant information or data																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary user of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or partners?																		
a. Yes, individual contributors and first-level managers																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
6. Check the box if employees in the role are involved in strategic responsibilities listed below	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
<i>Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing policies for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing standard procedures for the team or organization at Oracle</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Contributing to open-sourced technologies</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Applying external/industry standards or procedures to work activities</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Developing internal strategic solutions for the team or organization faces (i.e., internally facing)</i>																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. In executing on the responsibilities of this role, the employee typically works:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. individually																		
b. with a single team																		
c. with multiple coordinated teams within the same organization at Oracle																		
d. with multiple coordinated teams across organizations at Oracle																		
e. with multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Never																		
b. Sometimes																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ2	N	%	Res	N	%	Res	N	%	χ2
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Blockchain						
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
On Premise Products - Analytics Server																		
On Premise Products - Java																		
On Premise Products - Oracle Linux																		
On Premise Products - Middleware																		
On Premise Products - Engineered Systems																		
On Premise Products - GraalVM																		
Other																		
None of the above apply to this role																		
15. [Programmer Analyst (IT)] Which type of support or service do employees in the role <u>primarily</u> provide?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. General support (handles technical transactions to solve customer issues submitted through tickets)																		
b. Responsible for building relationships with critical customers																		
c. Provides advanced Cloud-based support																		
d. Provides on-premise support to customers																		
e. Other types of advanced customer service or support																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. The work performed in the role primarily has an:																		
a. Internal Oracle focus																		
b. External Oracle focus																		
b-1. External focus - Large enterprises																		
b-2. External focus - Small and medium businesses																		
b-3. External focus - Government																		
b-4. External focus - Startups																		
b-5. External focus - Individual Consumers																		
b-6. External focus - Other/Not Applicable																		
3. Who is the primary user of the work outputs from the role?																		
a. Internal Oracle technical users (e.g., developers, engineers, IT at Oracle)																		
b. Internal Oracle non-technical users (e.g., Finance, HR at Oracle)																		
c. Internal Oracle subject matter experts (e.g., organizational leadership at Oracle)																		
d. External customer technical users (e.g., customer IT or developers)																		
e. External customer non-technical users (e.g., end users, laypeople, or the public)																		
f. External customer subject matter experts (e.g., finance or tax specialists, HR process specialists)																		
4. Is the role primarily responsible for enabling internal Oracle or external customers' mission critical business processes via Oracle products or services?																		
a. Yes - Internal Oracle customers																		
b. Yes - External Oracle customers																		
c. No																		
5. Does the role require engaging with multiple levels of customers or partners?																		
a. Yes, individual contributors and first-level managers																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
b. Yes, individual contributors, first-level managers, and senior leaders (e.g., directors, VPs).																		
c. No																		
	N	%	Res	N	%	Res	N	%	x2	N	%	Res	N	%	Res	N	%	x2
6. Check the box if employees in the role are involved in strategic responsibilities listed below																		
Strategic development or planning (e.g., roadmaps, vision) within the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing policies for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Developing standard procedures for the team or organization at Oracle																		
Never																		
Sometimes																		
Often																		
Always																		
Contributing to open-sourced technologies																		
Never																		
Sometimes																		
Often																		
Always																		
Applying external/industry standards or procedures to work activities																		
Never																		
Sometimes																		
Often																		
Always																		
Developing internal strategic solutions for the team or organization faces (i.e., internally facing)																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
Never																		
Sometimes																		
Often																		
Always																		
Developing external strategic customers or clients (i.e., externally facing)																		
Never																		
Sometimes																		
Often																		
Always																		
7. In executing on the responsibilities of this role, the employee typically works:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. individually																		
b. with a single team																		
c. with multiple coordinated teams within the same organization at Oracle																		
d. with multiple coordinated teams across organizations at Oracle																		
e. with multiple coordinated teams both within and outside of Oracle																		
f. All of the above (depending on the project)																		
8. Some work activities/projects may have greater strategic importance to Oracle or the customer. Which of the following BEST describes the level of importance of the work activities/projects typically completed in the role?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Highly critical and strategically important to the business																		
b. Moderately important to the business																		
c. Less important (e.g., keeping the lights on)																		
d. A regular mix of activities/projects with different levels of importance																		
9. How often does this role typically exercise autonomy in decision making?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Never																		
b. Sometimes																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
c. Often																		
d. Always																		
10. In terms of managing project resources (e.g., physical hardware, budget) or headcount, the role has:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. main responsibility																		
b. some responsibility																		
c. It depends on the project																		
d. NO responsibility																		
11. Does the role typically include any team or project leadership responsibilities (i.e., lead others on projects without formal supervision)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – full team leadership for entire project																		
b. Yes – partial team or project leadership																		
c. It varies by project																		
d. No																		
13. Which of the following BEST describes the product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. An existing Oracle product or service																		
b. An existing product or service, but with new features frequently under development																		
c. A newly released Oracle product or service																		
d. An unreleased product or service still in development																		
14. Which of the following BEST describes the product or service area on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Existing product or service that requires maintenance and support																		
b. Existing product that requires maintenance and support with ongoing development of new features or functionalities																		
c. Product or service under development																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
d. Product or service under development that is identified as having strategic value to Oracle																		
15. Which of the following BEST describes the type of product or service on which this role spends the MOST time?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Cloud products or services																		
b. On-Premise products or services																		
c. Hardware products or services																		
d. None of the above apply to this role																		
e. Other																		
16. Which of the following Oracle products does this role primarily support or work on (select all that apply)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
Please note that the product categories are listed before the actual products (e.g., Infrastructure (product category) - Analytics (product)).																		
Infrastructure - Analytics																		
Infrastructure - Autonomous Database																		
Infrastructure - Compute																		
Infrastructure - Database																		
Infrastructure - Database Cloud Services																		
Infrastructure - Hardware																		
Infrastructure - Integration																		
Infrastructure - Management and Governance																		
Infrastructure - MySQL Cloud																		
Infrastructure - Networking																		
Infrastructure - Security, Identity and Compliance																		
Infrastructure - Storage																		
Infrastructure - All Cloud Infrastructure																		
App Dev and Applied Advanced Technologies - Application Development																		
App Dev and Applied Advanced Technologies - Artificial Intelligence																		
App Dev and Applied Advanced Technologies - Big Data																		

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**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
App Dev and Applied Advanced Technologies - Blockchain						
App Dev and Applied Advanced Technologies - Data Science						
App Dev and Applied Advanced Technologies - Exadata						
App Dev and Applied Advanced Technologies - Intelligent Bots						
App Dev and Applied Advanced Technologies - IoT						
App Dev and Applied Advanced Technologies - Java						
Cloud Apps - Commerce						
Cloud Apps - Data Cloud						
Cloud Apps - Enterprise Performance Management						
Cloud Apps - Enterprise Resource Planning						
Cloud Apps - Human Capital Management						
Cloud Apps - Manufacturing						
Cloud Apps - Marketing						
Cloud Apps - NetSuite						
Cloud Apps - Procurement						
Cloud Apps - Sales						
Cloud Apps - Service						
Cloud Apps - Supply Chain Management						
Cloud Apps - All Cloud Applications						
Enterprise Apps - Ebusiness Suite						
Enterprise Apps - JD Edwards						
Enterprise Apps - PeopleSoft						
Enterprise Apps - Siebel						
Industries - Banking and Insurance						
Industries - Communications						
Industries - Engineering and Construction						
Industries - Food and Beverage						
Industries - Healthcare						
Industries - Hospitality						
Industries - Life Sciences						
Industries - Public Sector						
Industries - Retail						
Industries - Utilities						
Industries - All Industry Solutions						
On Premise Products - Oracle Database						
On Premise Products - MySQL Database						

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 3: Responsibility**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
On Premise Products - Analytics Server																		
On Premise Products - Java																		
On Premise Products - Oracle Linux																		
On Premise Products - Middleware																		
On Premise Products - Engineered Systems																		
On Premise Products - GraalVM																		
Other																		
None of the above apply to this role																		
15. [Programmer Analyst (IT)] Which type of support or service do employees in the role <u>primarily</u> provide?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. General support (handles technical transactions to solve customer issues submitted through tickets)																		
b. Responsible for building relationships with critical customers																		
c. Provides advanced Cloud-based support																		
d. Provides on-premise support to customers																		
e. Other types of advanced customer service or support																		
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ² = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the p = 0.05 level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>																	

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
1. Check the box if the role typically involves work in the following conditions (as needed).																		
<i>Working varying hours of the day</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working overnight</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working on pager duty</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Intense concentration and mental exertion</i>																		
Never																		
Sometimes																		
Often																		
Always																		
<i>Working long hours</i>																		
Never																		
Sometimes																		
Often																		
Always																		
2. The role requires on-call rotation as needed.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes – only during the workday																		
6. Check the box if employees in the role are involve																		
c. Yes – both during the workday and weekend																		
d. No																		
3. Which of the following BEST describes the workload for the role?																		
a. Spread evenly across the year	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
b. Distinct peaks and valleys																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 4									Programmer Analyst - IT 4 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 4						Programmer Analyst - IT 4 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		

Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions

	Programmer Analyst - IT 4			Programmer Analyst - IT 4 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
d. 11-15 hours per week						
e. 16 or more hours per week						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)								
	Band 1		Band 3		Combined		Band 1		Band 3		Combined				
	N	%	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²	
1. Check the box if the role typically involves work in the following conditions (as needed).															
<i>Working varying hours of the day</i>															
Never															
Sometimes															
Often															
Always															
<i>Working overnight</i>															
Never															
Sometimes															
Often															
Always															
<i>Working on pager duty</i>															
Never															
Sometimes															
Often															
Always															
<i>Intense concentration and mental exertion</i>															
Never															
Sometimes															
Often															
Always															
<i>Working long hours</i>															
Never															
Sometimes															
Often															
Always															
2. The role requires on-call rotation as needed.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	χ ²
a. Yes – only during the workday															
6. Check the box if employees in the role are involve															
c. Yes – both during the workday and weekend															
d. No															
3. Which of the following BEST describes the workload for the role?															
a. Spread evenly across the year	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	χ ²
b. Distinct peaks and valleys															

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 5									Programmer Analyst - IT 5 (Combined Options)								
	Band 1			Band 3			Combined			Band 1			Band 3			Combined		
	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
4. Pre-COVID , did the role typically allow for flexible work arrangements (e.g., condensed work weeks, part-time work, weekend shifts)?																		
a. Yes – only during the workday																		
b. Yes – only during the weekend																		
c. Yes – both during the workday and weekend																		
d. No																		
5. [Logic: Skip if No is selected in #4] If the role allowed for flexible work arrangements pre-COVID , what type of arrangement were allowed? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. 4-day week																		
b. Part-time work																		
c. Weekend-shift only																		
d. Alternative/Customized work weeks																		
e. Other																		
6. Pre-COVID , this role typically spent the MOST time working:	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Remotely (e.g., from home)																		
b. In a dedicated office or lab at Oracle																		
c. At the customer site (i.e., non-Oracle)																		
d. Other																		
7. Pre-COVID , did the role require any traveling? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Yes																		
b. No																		
8. [Logic: Skip if NO travel is required at all is selected in #7] Pre-COVID , what type of traveling did the role require? Select all that apply.	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Travels domestically to and from locations during the workday																		
b. Travels domestically to and from locations requiring an overnight stay																		

Attachment L

**Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions**

	Programmer Analyst - IT 5						Programmer Analyst - IT 5 (Combined Options)											
	Band 1		Band 3		Combined		Band 1		Band 3		Combined							
c. Travels domestically to and from locations requiring consecutive overnight stays																		
d. Travels internationally to and from locations requiring overnight stays																		
e. Travels internationally to and from locations requiring extended overnight stays																		
f. Travels internationally and domestically to and from locations requiring overnight stays																		
9. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many times did this role travel for work per year (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Once or twice a year																		
b. Two to four times a year (e.g., quarterly)																		
c. Five to ten times a year																		
d. More than ten times a year (e.g., monthly, weekly)																		
10. [Logic: Skip if NO travel is required at all is selected in #7] On average, how many hours per week were spent in work-related transit outside of regular/normal commuting when this role traveled for work (pre-COVID)?	N	%	Res	N	%	Res	N	%	χ ²	N	%	Res	N	%	Res	N	%	χ ²
a. Less than 1 hour per week																		
b. 1-5 hours per week																		
c. 6-10 hours per week																		

Compensation Factors Survey
for Programmer Analyst by Salary Grade
Section 4: Working Conditions

	Programmer Analyst - IT 5			Programmer Analyst - IT 5 (Combined Options)		
	Band 1	Band 3	Combined	Band 1	Band 3	Combined
d. 11-15 hours per week						
e. 16 or more hours per week						
	<p>Notes: Res = The adjusted standardized residual value of how much a particular response is contributing to a chi-square statistic. Residual values greater than ± 2 are considered significantly large residuals that demonstrate meaningful differences between how groups are choosing a single response. Significantly large residuals are indicated by bold text for both significantly higher (in green) and lower (in red) response differences for how a group answers a response option.</p> <p>χ^2 = The chi-square statistic value. A bolded (in green) chi-square value demonstrates that the chi-square is significant at the $p = 0.05$ level and that participants are choosing responses differently between groups. A higher chi-square test statistic generally indicates greater differences between groups, although chi-square statistic sizes vary per analysis. Chi-squares were only run for single-response option questions (NOT select-all) where each variable was either categorical or ordinal. In order for the chi-square analysis to be reliable and fully interpretable, at least 80% of cells need to have expected values of at least 5. Chi-square analyses where this assumption cannot be met can still be conducted, but should be interpreted with large caution. Specific analyses where this assumption was not met were marked with an asterisk (*).</p>					

Attachment M

Attachment M
Survey Items in Overlap Analyses

Job Code	Skill	Effort	Resp	Wrk C
Software Developer Items				
Software Developer Total				
Applications Developer Items				
Applications Developer Total				
Product Manager/Strategy Items				
Product Manager/Strategy Total				
Technical Analyst - Support Items				
Technical Analyst - Support Total				
Programmer Analyst - IT Items				
Programmer Analyst - IT Total				

Note: RESP 5 had 7 sub-questions and WC 1 had 5, which were all treated as separate questions